

# CHILDREN AND YOUNG PEOPLE COMMITTEE



**Date: Tuesday, 04 December 2018**

**Democratic and Members' Services**  
Fiona McMillan  
Monitoring Officer

**15:00hr**

Shire Hall  
Castle Hill  
Cambridge  
CB3 0AP

**Kreis Viersen Room**  
**Shire Hall, Castle Hill, Cambridge, CB3 0AP**

## **AGENDA**

**Open to Public and Press**

### **CONSTITUTIONAL MATTERS**

**1. Apologies for absence and declarations of interest**

*Guidance on declaring interests is available at  
<http://tinyurl.com/cc-conduct-code>*

**2. Minutes of the Meeting on 13 November 2018**

*Available to view at the bottom of this page under the 'Meeting Documents' heading.*

**3. Action Log**

*Available to view at the bottom of this page under the 'Meeting Documents' heading.*

**4. Petitions**

## **KEY DECISION**

- 5. Construction Consultants Framework 5 - 36**

## **OTHER DECISIONS**

- 6. Finance and Performance Report - October 2018 37 - 94**

- 7. Draft 2018-19 Capital Programme 95 - 118**

- 8. Children and Young People Committee Draft Revenue and Capital Business Planning Proposals doe 2019-20 to 2023-24**

*Available to view at the bottom of this page under the 'Meeting Documents' heading.*

- 9. Resource Funding Request for the continuation of the Positive Behaviour Support Project 119 - 132**

## **INFORMATION AND MONITORING ITEMS**

- 10. Free School Proposals 133 - 142**

- 11. Schools Funding 2019-20 Update 143 - 170**

- 12. Review of Implementation of Change for Children Programme , 171 - 188 including development of shared services across Cambridgeshire and Peterborough**

## **OTHER DECISIONS**

- 13. Agenda Plan, Appointments and Training Plan 189 - 206**

## **Date of Next Meeting**

The Children and Young People Committee comprises the following members:

Councillor Simon Bywater (Chairman) Councillor Samantha Hoy (Vice-Chairwoman)

Councillor David Ambrose Smith Councillor Anna Bradnam Councillor Peter Downes  
Councillor Lis Every Councillor Anne Hay Councillor Simone Taylor Councillor Joan  
Whitehead and Councillor Julie Wisson

Andrew Read (Appointee) Flavio Vettese (Appointee)

*For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact*

Clerk Name: Richenda Greenhill

Clerk Telephone: 01223 699171

Clerk Email: Richenda.Greenhill@cambridgeshire.gov.uk

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Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <https://tinyurl.com/ProcedureRules>.

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**CONSTRUCTION CONSULTANTS' FRAMEWORK**

**To: Children's and Young People's Committee**  
**Meeting Date: 4<sup>th</sup> December 2018**  
**From: Wendi Ogle-Welbourn, Executive Director: People & Communities**

**Electoral division(s): All**

**Forward Plan ref: 2018/072**                      **Key decision: Yes**

**Purpose: To advise the Committee of the need to procure a Construction Consultants' Framework to support the delivery of the Council's Education Capital programme and its statutory responsibility to provide sufficient early years and school places.**

**Recommendation: The Committee is asked to:**

- a) approve the procurement of the Construction Consultants' Framework;**
- b) delegate the responsibility for awarding the contract to the Executive Director: People & Communities in consultation with the Chairman of the Children and Young People Committee.**

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## 1. BACKGROUND

- 1.1 Since around 2013 the Council has operated a Design & Build (D&B) model of procurement to deliver its large-scale, major Education capital projects. Projects are delivered by construction partners and external consultants who are overseen by the Education Capital Team, 0-19 Place Planning & Organisation Service within the People & Communities Directorate. The client team brief and manage the contractors and consultants, and also oversee the involvement of representatives from the Council's Strategic Assets Service, LGSS Finance and LGSS Law Limited.
- 1.2 The external consultants are currently selected by mini-competition from the LGSS Consultants Framework for D&B Project Management. This Framework expires in October 2019 (with an option for a 1 year extension). Originally procured under the LGSS Property Department (which decentralised back to the representative authorities in Autumn 2016), the contract is held by Northamptonshire County Council (NCC). It is uncertain as to whether this Framework will continue beyond its expiry date in October 2019. It is essential, therefore that the Council safeguards its position and ensures continued, uninterrupted high quality delivery of its Education capital programme.
- 1.3 Following soft market testing and analysis of other 'national' frameworks, officers have concluded that the way to achieve best value for money and access to the most experienced consultants, would be for the Council to procure its own lead Framework.

## 2. MAIN ISSUES

### 2.1 Commissioning Strategy

- 2.1.1 The D&B model of procurement, to deliver Education capital projects, was adopted in circa 2013. Since this time the Council has delivered 44 projects, amounting to 9,059<sup>1</sup> additional school places across the County, at a total project value of £262m. **Appendix 1** provides a summary of the projects that have completed during this time, and **Appendix 2** is the November 2018 Capital Progress Report which sets out the position of projects that are currently in design development or on site.
- 2.1.2 The original Partnering Contract with consultants expired in June 2015. Due to a lack of availability of consultancy services for large programmes in the market, LGSS Property procured its own Framework, which became operational in 2016. On 12 June 2017, Committee approval was secured for the Council to use this Framework and continue with the combined approach of procuring contractors and consultants separately.
- 2.1.3 The Council have been using the LGSS Consultants Framework successfully over the last two years. Officers have developed good relationships and processes of working with the consultants on the relevant lots. However, the Framework has a complex ranking process, which lacks flexibility and has the potential to add time and cost to projects and programmes. For example, the Education Capital Team need the option to carry out mini-competitions when time allows, but in instances where projects need to move quickly, or

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<sup>1</sup> 6,330 primary school places, 756 early years places, 1,640 secondary school places, 333 Special Educational Needs (SEN) school places

where very specific experience is required, it should be possible to direct award based on an already agreed set of capped fee rates and quality criteria.

Furthermore, despite the good relationships with the consultants on the LGSS Framework, it still lacks the ability to develop a 'partnering' relationship including any added value that a longer term more direct relationship can offer. Also there is extra admin involved as the Framework does not provide all the necessary core services that the D&B model using an NEC3<sup>2</sup> form of contract requires. So for example, the County Council has to appoint the NEC Supervisor role separately as it's not included in the LGSS Framework. In the context of the County Council model, 'added value' includes:

- Ad-hoc advice on specific projects or programmes, and specific issues relating to the local market or construction industry.
- Financial analysis of contractor mini-tenders across the programme.
- Assistance with reporting and managing performance data including Key Performance Indicators (KPIs).
- Assistance in resolving contractors' poor performance.
- Innovation in the design process and procurement in order to help reduce cost across the programme.

## 2.2 Framework Objectives

2.2.1 An overview of the Council's Framework objectives and requirements is set out in **Appendix 3** compared against the LGSS Consultants' Framework and other leading equivalent frameworks on the market.

2.2.2 In summary, the benefits to result from the Council procuring a bespoke Framework are as follows:

- The continuation of the already successful D&B procurement approach to deliver capital projects.
- Commercially market tested rates.
- Transparency.
- Locally targeted to client needs and requirements.
- Greater client control of the procurement and selection of suppliers (on the Framework and on projects) who have the right experience and skills, as well as a commitment to provide continuity during the course of the Framework contract, increasing efficiency and cost-effectiveness.
- Quicker and best value procurement for projects, making direct appointment easier, where appropriate.
- No cost to the Council as the procurement and performance management of the Framework will be managed in-house.
- Competitive framework rates, with the ability to flex in accordance to market conditions.
- Better management of programme and in-year budget forecasting.
- Potential to secure income by selling the Framework to other local authorities.

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<sup>2</sup> NEC3: Engineering and Construction Contract is the main construction contract within the NEC3 family. The contract is used for the appointment of a contractor for engineering and construction work, including any level of design responsibility.

## 2.3 Financial Analysis

2.3.1 The rates for the Project Management and Full Design Team Services Framework (PMFDTS - Crown Commercial Service) are available (via the Crown Commercial Service website) and a cost comparison exercise has been received by the Built Environment Consultancy Services (BECS – Scape). However, it is difficult to draw any real conclusions as it not possible to compare the true like-for-like difference in cost because they each apply location and value factors/weightings differently. Furthermore, there is also little benefit in comparing these when there is the option for the Frameworks to allow their suppliers to review their prices, as they only provide a snapshot of cost on the day in question. This is of little use to the Council when it needs a Framework in six months' time, where market conditions may be different or a supplier takes a view depending on whether they are interested in the work and/or have the capacity to deliver.

## 2.4 Framework Proposals

2.4.1 It is proposed that the Framework is procured via the Official Journal of the European Union (OJEU<sup>3</sup>) restricted competitive tender process. The duration will be for a 3 years (plus 1 year possible extension) and will consist of the following 2 Lots:

- Lot 1 – Full Multidisciplinary
  - Design (up to Royal Institute British Architects (RIBA) Plan of Work Stage<sup>4</sup> 2 only).
  - Project Management, Contract Administration with Quantity Surveying/Cost Consultancy and Principal Designer (RIBA Plan of Work Stage 0-7).
  - NEC Supervisor (RIBA Plan of Work Stage 3-7).
- Lot 2 – Project Management
  - Project Management, Contract Administration with Quantity Surveying/Cost Consultancy, Principal Designer and (RIBA Plan of Work Stage 0-7)
  - NEC Supervisor (RIBA Plan of Work Stage 3-7).

With the following construction band values:

- Bands A - £0 -£3m
- Band B - £3 - £6m
- Band C £6 – £10m

The Council will seek to up to four different suppliers on each Lot.

## 2.5 Contract and Performance Monitoring

2.5.1 It is proposed that contract performance for the Framework will be managed and monitored via Key Performance Indicators (KPIs) and regular engagement meetings by the Education Capital Team. They will work closely with LGSS Law Ltd and Procurement teams to ensure that performance is managed and monitored throughout the course of the Framework

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<sup>3</sup> OJEU stands for the Official Journal of the European Union (previously called OJEC - the Official Journal of the European Community). This is the publication in which all tenders from the public sector which are valued above a certain financial threshold according to EU legislation, must be published. The restricted procedure allows us to "pre-qualify" suppliers based on their financial standing and technical or professional capability so as to narrow the number permitted to submit bids. Based on the invitation to tender, bidders will be able to deliver a fully priced bid without the need for any negotiations following receipt of the bid.

<sup>4</sup> The RIBA Plan of Work 2013 organises the process of briefing, designing, constructing, maintaining, operating and using building projects into a number of key stages. It details the tasks and outputs required at each stage, which may vary or overlap to suit specific project requirements.

arrangements. Subject, to Committee's approval to proceed, officers expect to be in a position to award the contract in March or April 2019, well in advance of the expiry date for the LGSS Consultants' Framework.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 Developing the local economy for the benefit of all**

3.1.1 Capital investment in public infrastructure provides employment and supports economic development. Providing access to local and high quality educational provision and associated children's services should enhance the skills of the local workforce and provide essential childcare services for working parents or those seeking to return to work. Schools and early years and childcare services are also providers of local employment.

#### **3.2 Helping people live healthy and independent lives**

3.2.1 If pupils have access to local schools and associated children's services, they are more likely to attend them by either cycling or walking rather than through local authority-provided transport or car. They will also be able to access more readily out of school activities such as sport and homework clubs and develop friendship groups within their own community. This should contribute to the development of both healthier and more independent lifestyles.

#### **3.3 Supporting and protecting vulnerable people**

3.3.1 Providing sufficient and suitable school places to match local demand as closely as possible will ensure that services can be more easily accessed by families in greatest need.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

4.1.1 Under the Council's Constitution and Principles of Decision-making, procurement of the Framework presents a Key Decision, requiring Committee approval. This is because, although the Framework itself does not hold any value, its adoption is likely to result in expenditure in a related series of transactions in excess of £500,000.

4.1.2 All the 0-19 Education Capital team costs are charged against the Children and Young People Capital Programme.

#### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

4.2.1 The procurement, evaluation and award of the new Framework would be undertaken by the 0-19 Education Capital Team, working in partnership with LGSS Procurement and LGSS Law Limited to ensure that the relevant compliance measures are met.

4.2.2 Contract performance would be managed, monitored and, where appropriate, challenged, against a set of KPIs and regular engagement meetings throughout the length of the Framework arrangements. This will be undertaken in close liaison with LGSS Procurement and LGSS Law Limited.

- 4.2.3 A tender process would be undertaken in compliance with EU procurement rules. It is proposed to award contracts on a three year (plus one) basis.
- 4.2.4 Approval has been secured from the CCC Commercial Board and Cambridgeshire and Peterborough Joint Commissioning Board.
- 4.2.5 Each month a Capital Programme monitoring report is produced, which currently tracks 70 projects. All of these projects are either in design, in construction or at defects stage. Projects are rag-rated and mitigating action taken where necessary to address programme slippage, emerging cost pressures and performance standards. The Chair of the Children and Young People Committee (CYP) receives a copy this. In addition, it is a standing item for review and discussion at the Capital Programme Board chaired by the Council's Chief Finance Officer. It has been identified as a model of good practice for other Council services to consider adopting or adapting to aid their monitoring of capital projects. Any Member who wished to receive a copy each month can request one via [Vikki.spittles@cambridgeshire.gov.uk](mailto:Vikki.spittles@cambridgeshire.gov.uk)

#### 4.3 **Statutory, Legal and Risk Implications**

- 4.3.1 The Council has a statutory responsibility to ensure that every child whose parents want them educated in the state-funded sector is offered a school place. In addition, it has a duty to secure sufficient and suitable early years and childcare places.
- 4.3.2 The vast majority of the schemes within the CYP capital programme are focused on creating additional capacity to provide for the identified need for new places for Cambridgeshire's children and young people in response to demographic need and housing growth. The procurement of the new Framework will ensure that the Council continues to be able to deliver the planned level of infrastructure investment and meet its statutory responsibilities.

#### 4.4 **Equality and Diversity Implications**

- 4.4.1 All accommodation has to be compliant with the provisions of the Public Sector Equality Duty and current Council standards.

#### 4.5 **Engagement and Communications Implications**

- 4.5.1 Significant levels of engagement and consultation take place with all schools and early years' settings identified for potential expansion to meet the need for places in their local areas over the development and finalisation of those plans. Schemes are also presented to local communities for comment and feedback in advance of seeking planning permission.
- 4.5.2 In cases where the Council has identified the need to run a competition to identify a potential sponsor for a new school, a consultation event is always arranged to be held in the area local to where the school will be established to enable families and anyone else with an interest to hear about the proposals and express views on these.

#### 4.6 **Localism and Local Member Involvement**

- 4.6.1 Local Members are kept informed of planned changes to provision in their wards and their

views sought on emerging issues and actions to be taken to address these.

4.6.2 The Council's new school competition process includes a joint officer/member assessment panel. The relevant local Member(s) are invited to participate in this.

#### 4.7 Public Health Implications

4.7.1 It is Council policy that schools:

- should be sited as centrally as possible to the communities they serve, unless location is dictated by physical constraints and/or the opportunity to reduce land take by providing playing fields within the green belt or green corridors;
- should be sited so that the maximum journey distance for a young person is less than the statutory walking distances (3 miles for secondary school children, 2 miles for primary school children)
- should be located close to public transport links and be served by a good network of walking and cycling route; and
- should be provided with Multi-use Games Areas (MUGAs) and all weather pitches (AWPs) to encourage wider community use of school.

4.7.2 School design specifications for new schools includes provision for suitable and sufficient outdoor play spaces, natural ventilation and opportunities to maximise use of daylight in preference to artificial light sources. Discussions are underway with colleagues from Public Health to determine how to ensure that the specifications for future schools can further support and promote physical activity and mental wellbeing.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Martin Wade
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Salma Kantharia
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Jonathan Lewis

<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Jo Dickson
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Jonathan Lewis
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Tess Campbell

### **SOURCE DOCUMENTS GUIDANCE**

<b>Source Documents</b>	<b>Location</b>
<b>Business Plan 2016/17, which includes the CYP capital programme</b>	<a href="https://www.cambridgeshire.gov.uk/council/finance-and-budget/business-plans/business-plan-2016-to-2017/">https://www.cambridgeshire.gov.uk/council/finance-and-budget/business-plans/business-plan-2016-to-2017/</a>
<b>Children and Young People Committee report from 2<sup>nd</sup> June 2016 - Item 6. Cambridgeshire County Council Framework and Term Contracts.</b>	<a href="https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/164/Committee/4/Default.aspx">https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/164/Committee/4/Default.aspx</a>

## Education Capital Project Completions 2014 - 2018

**Since 2014 the following projects, procured via the combined Design and Build approach for construction, have been handed over by the Education Capital Team:**

Project Name	Location	Project Description	Completion Date	No. of additional primary school places	No. of additional Early Years places	No. of additional secondary school places	No. of additional SEN places	Project Outturn Cost (£000's)	Contractor
Girton Glebe Primary School	Girton	2 classroom extension	Sep-14	60	-	-	-	700	Coulsons
Hemingford Primary School	Hemingford Grey	Classroom extension and alterations	Sep-14	90	-	-	-	2,605	Kier
Fulbourn Primary School	Fulbourn	Refurbishment Community Building to pre-school	Dec-14	120	-	-	-	856	RG Carter
Thorndown Primary School	St Ives	Extension, alterations and demolitions	Mar-15	210	-	-	-	9,955	Kier
Hauxton Primary School	Hauxton	Extension and alterations	Jul-15	-	-	-	-	1,060	RG Carter
Hardwick & Cambourne Community Primary School	Cambourne	New 1FE PS with 2FE Core	Aug-15	210	-	-	-	6,675	Kier
Cavalry Primary School	Cavalry	Extension to 2FE (5 classrooms)	Aug-15	30	-	-	-	1,030	Coulsons
Coton Primary School	Coton	Classroom and pre-school extension	Apr-15	30	26	-	-	1,094	Kier
Cottenham Primary School	Cottenham	1FE Extension	Aug-15	30	-	-	-	4,277	Morgan Sindal
Dry Drayton Primary School	Dry Drayton	Teaching and office extension and alterations	Aug-15	-	-	-	-	1,281	Coulsons
Fawcett Primary School	Trumpington	Extension and alterations	Aug-15	150	-	-	-	4,590	Kier
Brampton Village Primary School	Brampton	Extension to 3FE 12 Classrooms	Aug-15	210	-	-	-	5,183	Morgan Sindal
Orchards CoE Academy	Wisbech	Phase 2 Extension from 2FE to 3FE	Aug-15	210	-	-	-	3,902	Kier

Project Name	Location	Project Description	Completion Date	No. of additional primary school places	No. of additional Early Years places	No. of additional secondary school places	No. of additional SEN places	Project Outturn Cost (£000's)	Contractor
Millfield Primary School	Littleport	Expansion to 2FE and alterations	Sep-15	90	-	-	-	1,399	Coulsons
Castle SEN School	Cambridge	Classroom extension and alterations	Oct-15	-	-	-	20	1,140	Borras
Highfields SEN School	Ely	NEW SEN accom ext and remodelling existing	Oct-15	-	-	-	20	1,360	Borras
Kings Hedges Primary School	Cambridge	Two storey class block and activity rm ext	Jan-16	210	-	-	-	4,945	Morgan Sindal
Swavesey Primary School	Swavesey	Exts - 3 classrooms and 2 pre-school, hall, kit + alts	Feb-16	60	26	-	-	2,280	Borras
Hardwick & Cambourne Community Primary School	Cambourne	Additional 2FE expansion	Mar-16	210	52	-	-	10,062	Kier
Isle of Ely Primary School	Ely	New 3FE PS + 2EY and infrastructure works	Jul-16	630	52	-	-	15,891	Kier
Pathfinder Primary School	Northstowe	New 3FE PS + 2EY and Community Facilities	Jul-16	630	52	-	-	10,094	Kier
Trumpington College	Trumpington	New 5FE secondary school	Aug-16	-	-	450	-	23,925	Academy Project
Ermine Street Academy	Alconbury	New 2FE PS + 3FE core and 2EY	Aug-16	420	52	-	-	10,200	Morgan Sindal
Huntingdon Primary School	Huntingdon	Three classroom ext and alterations	Aug-16	-	-	-	-	1,487	T&B
Fourfields Primary School	Yaxley	Three classroom ext and remodelling	Sep-16	90	-	-	-	1,075	Coulsons
Grove Primary School	Cambridge	Two class extension and alterations	Sep-16	60	-	-	-	1,392	Coulsons
Maple Grove Infant School	March	6 classrooms in two extensions and alterations	Oct-16	90	26	-	-	2,544	Coulsons
HRC, St Neots	St Neots	Conversion - Ext, Alts and refurb for pre-school	Dec-16	-	80	-	60	5,022	Borras
Littleport Secondary School	Littleport	New 4FE, 110 place SEN & pre-school. Sports facility.	Apr-17	-	52	710	110	41,400	Morgan Sindal

Project Name	Location	Project Description	Completion Date	No. of additional primary school places	No. of additional Early Years places	No. of additional secondary school places	No. of additional SEN places	Project Outturn Cost (£000's)	Contractor
The Shade Primary School	Soham	Phase 2 works - 1FE expansion to 2FE	Apr-17	210	-	-	-	2,713	Coulsons
Godmanchester Bridge Academy	Godmanchester	2FE primary school + 2EY pre-school	Oct-17	420	52	-	-	9,350	Kier
Sawtry Infants School	Sawtry	New pre-school	Sep-17	-	104	-	-	2,009	Kier
Burwell VC Primary School	Burwell	1FE expansion	Sep-17	210	-	-	-	6,724	RG Carter
Fordham Primary School	Fordham	Expansion to 315 places	Sep-17	210	-	-	-	4,129	Coulsons
Hatton Park Primary School	Longstanton	1FE Extension to 2FE	Sep-17	180	-	-	-	5,330	Kier
Little Paxton Primary School	St Neots	1FE Extension to 2FE	Sep-17	180	-	-	-	3,513	Coulsons
Cambourne Village College	Cambourne	Additional 2FE expansion	Nov-17	-	-	330	30	10,062	Kier
Trumpington Park Primary School, Cambridge	Trumpington	New 3FE primary school	Dec-17	630	52	-	-	12,384	Kier
St Bede's School	Cambridge	1FE expansion (from 5FE to 6FE) and fire reinstatement works	May-18	-	-	150	-	7,995	RG Carter
Melbourn Primary School	Melbourn	Expansion from 1.5 to 2 FE plus pre-school room	Sep-18	105	26	-	-	4,300	Kier
Morley Memorial Primary School	Cambridge	Three class extension	Sep-18	-	-	-	-	3,800	Morgan Sindal
Westwood Primary School	March	0.5FE expansion to 1FE - 4 classrooms	Sep-18	90	52	-	-	3,241	Coulsons
Ramnoth Primary School	Wisbech	1FE expansion	Sep-18	225	-	-	15	7,340	RG Carter
Meldreth Primary School	Meldreth	Expansion to 1FE PS (3 classes) and 26 place pre-school	Oct-18	60	26	-	-	2,330	Kier
<b>Totals</b>				<b>6330</b>	<b>756</b>	<b>1640</b>	<b>333</b>	<b>£ 262,644</b>	

The following provides a more detailed overview of the projects that were handed over at the start of the 2018/19 school year

### **St Bede's Inter Church School, Cambridge**

The £6 million project provided an extension of St Bede's Inter-Church School, including remodelling works, external works, and reinstatement and refurbishment works to the fire-damaged technology block. The school was operating as 5 form entry (FE) and the expansion will allow the pupil place capacity to expand to 850-945.

The expansion was developed in phases with Phase One, the technology block being completed in September 2017 with Phase Two, the kitchen, servery and dining facilities, new science facilities, improved circulation routes, staff room expansion, extended playground facilities, re-configured car park handed over in June 2018



### **Melbourn Primary School**

The £4.3million project was to expand the 1.5 form entry (FE) primary school to a 2FE primary school (420 pupil places) and provide an additional 26 pupil place pre –school room.

The scheme consisted of four new classrooms, small hall, office space, staff room and ancillary rooms. A new pre-school room, new primary entrance, office, and toilets connecting to the end of the existing preschool building. A number of external areas were fully landscaped providing hard and soft play areas and a new school car park and cycle and scooter shelters.



### **Morley Memorial Primary School**

The £3.8million project delivered a range of new build and refurbishment works to rationalise the existing accommodation at Morley Memorial Primary School which is currently split across two sites. The intention was to consolidate all school accommodation onto a single site by extending the main school buildings and rationalising and improving the school's internal environment to meet the needs of a modern 2FE primary school.

The scheme consisted of the demolition of the existing rear toilet block, construction of a new 3 classroom block with new toilet and storage facilities, a new activity hall extension, and refurbishment of the existing internal spaces. The reception classes that were located in the Annexe building across the road will benefit from remodelled classrooms at the front of the main existing school, and a new cloakroom extension. The external landscaping will also have improvement works carried out.

The project will also deliver 60-70 early years pupil places as the annex that the reception pupils used in the split site scenario is being refurbished to provide an early years centre for a provider to run. This refurbishment work is due for completion by the end of November 2018.



### **Ramnoth Junior and Nene Infant School, Wisbech**

The £7.3million (with ESFA funding of £448,033) project to expand the 2FE school (420 pupil places) to a 3FE school (630 pupil places) and provide a new kitchen/dining room block.

The scheme consisted of twelve new classrooms, small hall, office space, PPA room and ancillary rooms and refurbishment of existing classrooms. A new building housing the main kitchen and dining room space was created, by demolishing the old Horsa building and rebuilding with a new modern building. A number of external areas were fully landscaped providing hard and soft play areas and a new school car park and cycle and scooter shelters were provided.



### **Westwood Primary School, March**

Westwood Phase II (Oak site) - a £3.2m Project - completed on time and to budget in August 2018. An extension to the rear of the school provides a 4 classroom wing with associated storage, toilets, cloaks, and group space and breakout area. To the front of school is a new entrance and general office, whilst other significant improvements have been made to the former admin and staff facilities. The kitchen and servery has also been completely refurbished and a new special needs/sensory room was created from a neglected courtyard.

Externally new and improved staff parking has been provided and brand new bicycle storage, in addition to an increase in hard play area in the form of a beautiful new courtyard which can be enjoyed by both pupils and staff. A considerably safer and more secure visitor access has also been created.

All elements of the build were required for a school which at capacity will accommodate 840 primary aged children across two sites. Phase I, extensions and improvements on Maple site across the road, was completed for September 2016.



### **Meldreth Primary School**

The £2.3million project was to expand the primary school to a 1FE primary school (210 pupil places) and provide al 26 pupil place pre –school room.

The scheme consisted of three new classrooms and refurbishment of some existing areas. Refurbishment of an existing class room to provide a new pre-school room, with associated areas. A number of external areas were fully landscaped providing hard and soft play areas and a new school car park and cycle and scooter shelters.

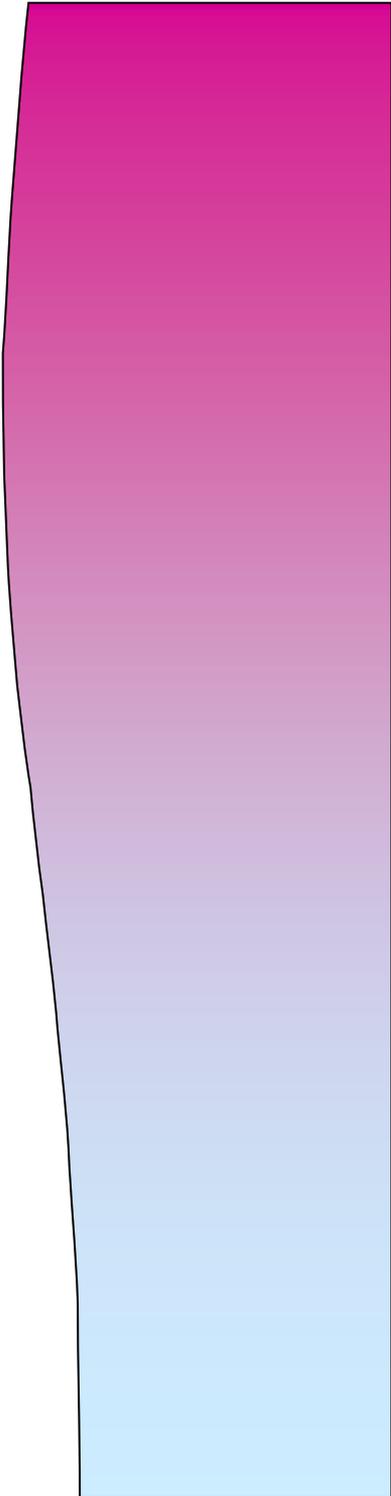
The work was undertaken by Kier with design by Kier Architects and Project Management was undertaken by Faithful and Gould.





**People and Communities  
Education Capital Programme Status Report  
October 2018**

**Cambridgeshire County Council**



<b>Author</b>	
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## Education Capital Programme Status Report for October 2018

### Summary

- The overall number of projects under development in the programme is 75 (75 in September).
- The overall status is as follows:
  - Percentage of projects at RED status = 1% (1% in September)
  - Percentage of projects at ORANGE status = 2% (1% in September)
  - Percentage of projects at YELLOW status = 4% (1% in September)
  - Percentage of projects at GREEN status = 93% (97% in September)
- The status of projects is as follows:
  - Projects at RED status **requiring immediate action** are 1% (1 no. project)
  - Projects at ORANGE status **likely to need action** are 2% (1 no. project)
  - Projects at YELLOW status that **may need action** are 4% (3 no. projects)
  - Projects at GREEN status which are **on track / likely to achieve** their time and cost outcomes are 93% (70 no. projects)

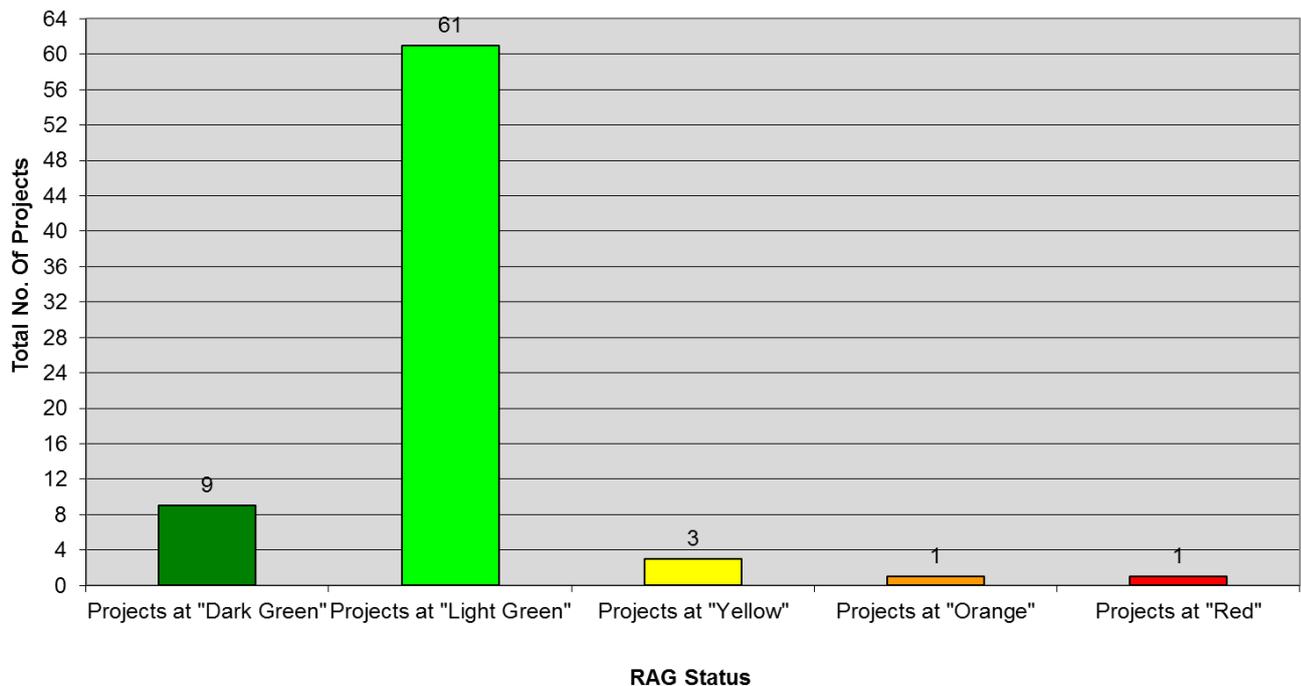
### Introduction

This report is based on progress reports reviewed by the 0-19 Place Planning & Organisation Capital team between 6<sup>th</sup> October and 2<sup>nd</sup> November 2018.

### Programme status for projects

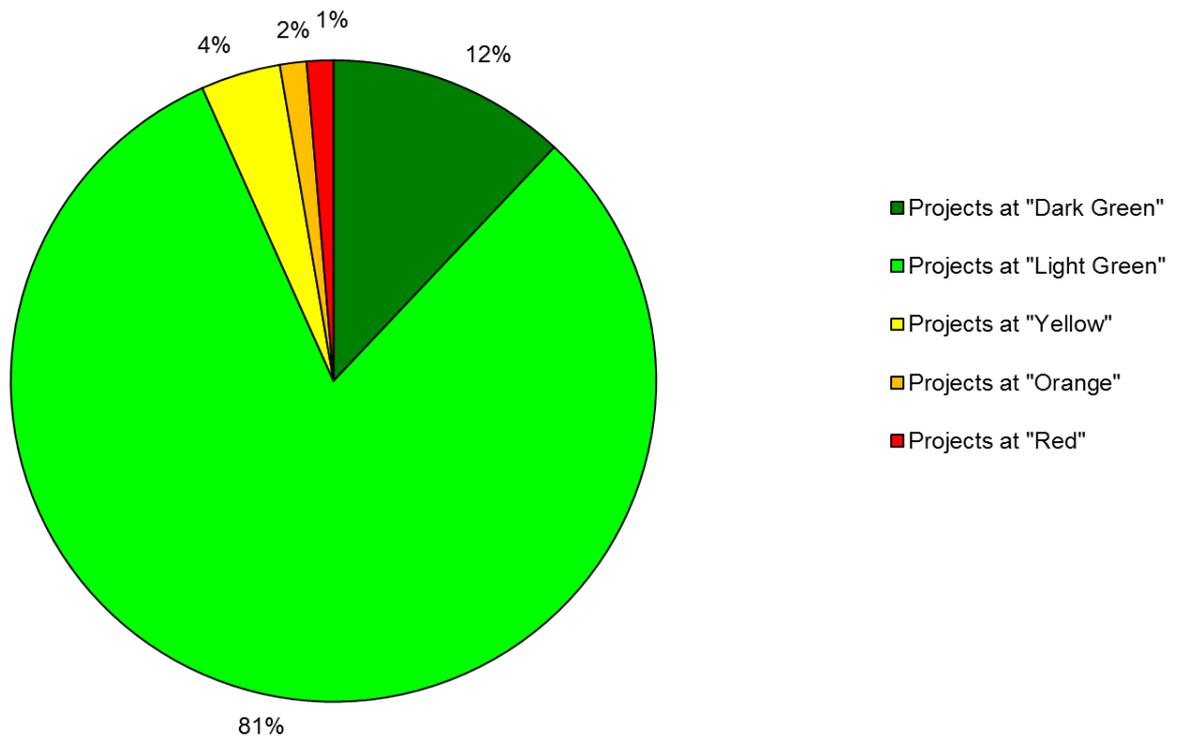
There are 75 projects in the programme and their status is as follows:

#### RAG Status - All Projects



As a percentage, the RAG status can be shown as:

### RAG Status - All Projects



#### Projects at RED Status - requiring immediate action

The following table identifies the 1% of projects that are at RED status and the reason for their inclusion in the category.

Project No.	Project Name	Construction Estimate £k	Reason for Status	Status Category	Risk Status Last Month
10182	Northstowe Secondary School - New School	38,000	The planning decision notice has been issued and the S106 and land transfer have been agreed and formalised. Works on site are progressing well. The MS4 design work is progressing but it seems likely that there will be extra costs for landscaping, signage, FF&E and cooking facilities. A ground-breaking ceremony has been arranged for 21st November after the progress meeting.	Site Issues	

## Projects at ORANGE Status - likely to need action

The following table identifies the 2% of projects that are at ORANGE status and the reason for their inclusion in the category.

Project No.	Project Name	Construction Estimate £k	Reason for Status	Status Category	Risk Status Last Month
15529	Bottisham Village College - Expansion	13,697	The budget is £16.7m (£12.7m by CCC, £4m ESFA). MS4 was signed off but BVC had reservations over some of the VE items that were agreed, these have now all been resolved but have increased costs and pressure remains on the project budget. F+G is monitoring this closely but a financial risk remains on the scheme - circa £180k of the £200k contingency have been spent (£130k from adding back in 'agreed' VE items). BVC continue to request changes, dialogue continues.	End User	

## Projects at YELLOW Status - may need action

The following table identifies the 4% of projects that are at YELLOW status and the reason for their inclusion in the category.

Project No.		Constructi on Estimate £k	Reason for Status	Status Category	Risk Status Last Month
13034	Darwin Green PS - New PS	3,126	Initial work has been undertaken on site to avoid the building control approval lapsing. The planning officer has written suggesting that the pre-commencement planning conditions are discharged. Applications have been submitted by Kier to close out pre-commencement conditions. CCC are to progress licence/land transfer to allow early works to progress.	Core Team	
15021	Eastfield & Westfield Schools - Amalgamation	12,500	Kick Off meeting undertaken with Morgan Sindall. Client has requested that the MS1 report to be revisited by Morgan Sindall. This has impacted on programme. CCC still trying to secure funding for the project	Client Issues	
16027	New Road PS, Whittlesey	5,693	Pick Everard appointed as PM, QS, Health&Safety Advisor, Contract Administrator and NEC Supervisor for MS2-7 on 30/06/2017. Meeting with CCC to discuss procurement of main contractor took place on 17/07/2017. Contractor tender went live on 15/09/2017. Tenders returned on 17/10/2017 with contractor appointment due by end November 2017. Kier appointed as contractor on 28/11/2017. Initial CCC/Contractor meeting held on 12/12/17 and initial meeting with the school held on 04/01/18. MS2 Report Issue 1 compiled by Pick Everard and delivered to CCC 23/02/18 - construction cost increase from MS1 to consider. MS2 Report Issue 2 delivered 05/03/18. MS2 signed off 08/03/18. MS3 kick off meeting held 20/03/18. Public Consultation held 28/03/18. 24/04/18 - CCC confirm requirement to delay programme following planning submission, to allow for completion for summer of 2021 rather than summer of 2020. 15/05/18 - programme requirement revised, completion required for summer of 2020. MS3 Report delivered 20/06/18. MS3 signed off 27/06/18. Planning application submission uploaded on 03/07/18. Extension of time has been requested by the planners pending delivery of additional traffic survey details, anticipated determination date is now 12/11/18. This revised date does not affect the critical path. MS4 currently proceeds to programme.	Planning	

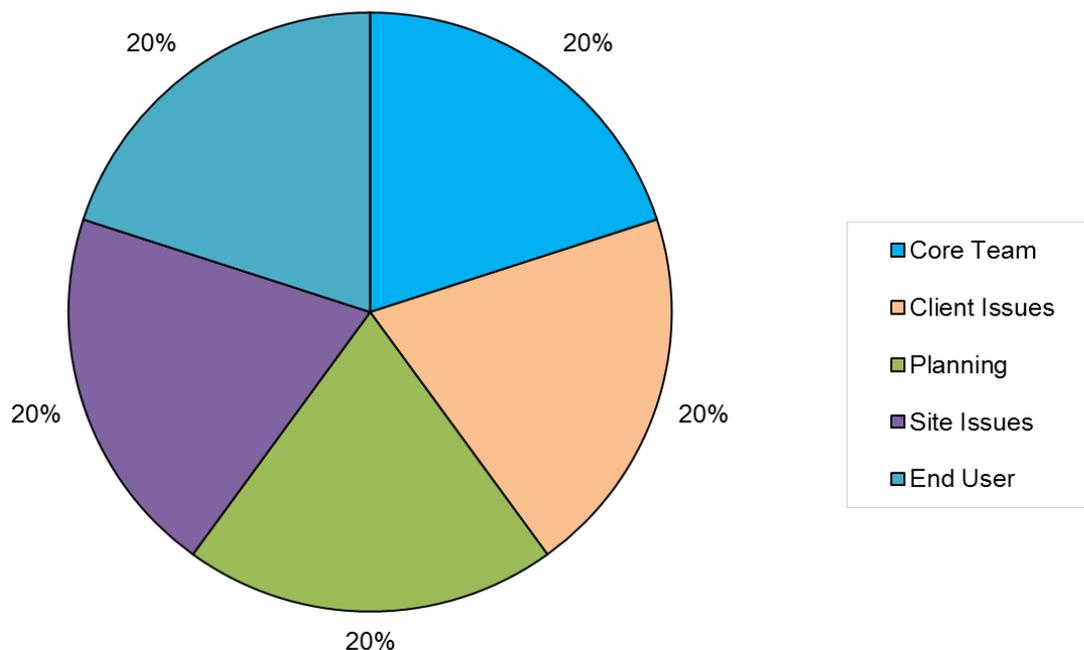
## Projects at GREEN Status

Overall the percentage of projects at green status is 93%.

## Projects Categories

In order to establish common trends for projects within the ROYGG status reports we have developed a number of categories to analyse why projects are running off plan. At a high level, the distribution can be shown as follows:

### Distribution of Categories for Projects at Red, Orange & Yellow



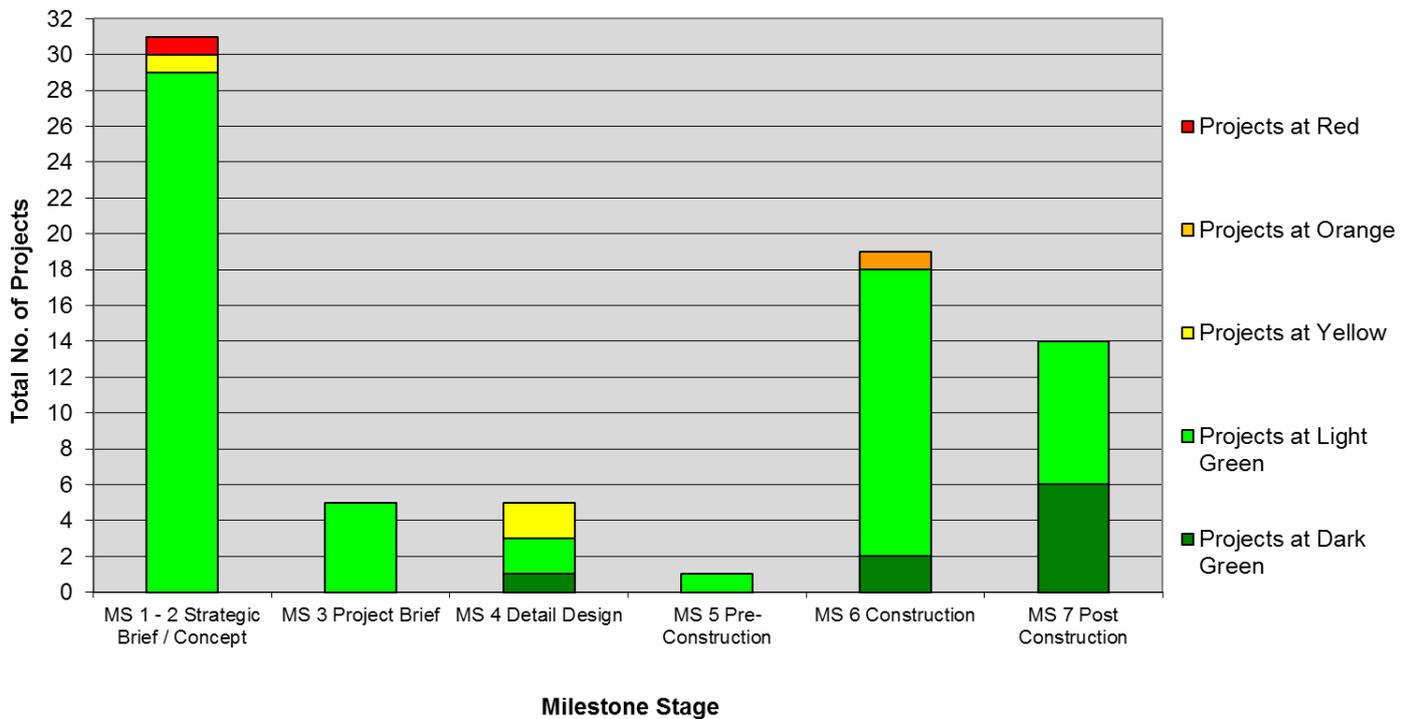
This month's report shows projects with Core Team issues needing attention has increased but continues to remain below the twelve-month average for the category. The number of projects with Client issues has also increased and is now above the twelve-month average for this category. Projects with issues relating to Planning have fallen on last month's position and are now below the annual average for this category. Projects with issues relating to Site concerns have also reduced and are now below their average position for the year. Archaeology continues to remain at zero and has now been at zero for the entire reporting period. End User issues have seen a decrease this month but remain above their average position for the twelve month reporting period.

Issues due to:	2017		2018										Average
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
	%	%	%	%	%	%	%	%	%	%	%	%	%
<b>Core Team</b>	86	50	100	0	0	0	34	40	25	33	0	20	<b>32</b>
<b>Archaeology</b>	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Client</b>	0	0	0	0	33	0	0	0	0	0	0	20	<b>4</b>
<b>Planning</b>	14	50	0	0	0	0	33	20	50	67	34	20	<b>24</b>
<b>Site</b>	0	0	0	100	67	100	33	40	25	0	33	20	<b>35</b>
<b>End User</b>	0	0	0	0	0	0	0	0	0	0	33	20	<b>5</b>

## Milestone Stages

Projects in the ROYGG status are at various stages in the development process of design and construction. The stages are as follows:

### Milestone Status - All Projects



## Changes This Month

The status of projects is as follows:

Projects at RED status **requiring immediate action** are 1% (1 no. project)

Projects at ORANGE status **likely to need action** are 2% (1 no. project)

Projects at YELLOW status that **may need action** are 4% (3 no. project)

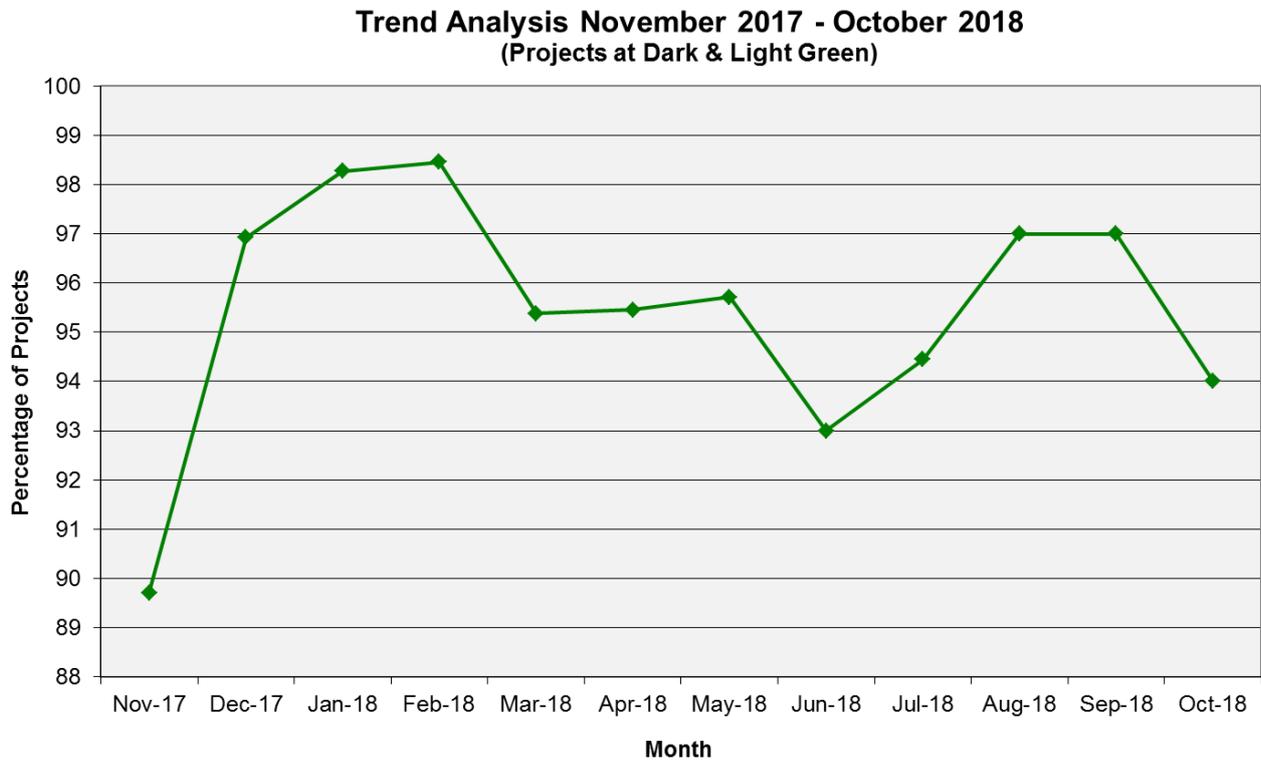
Projects at GREEN status which are **on track / likely to achieve** their time and cost outcomes are 93% (70 no. projects)

## Trend Analysis

The charts below track the changes in the status of projects in the last 12 months (November 2017 – October 2018).

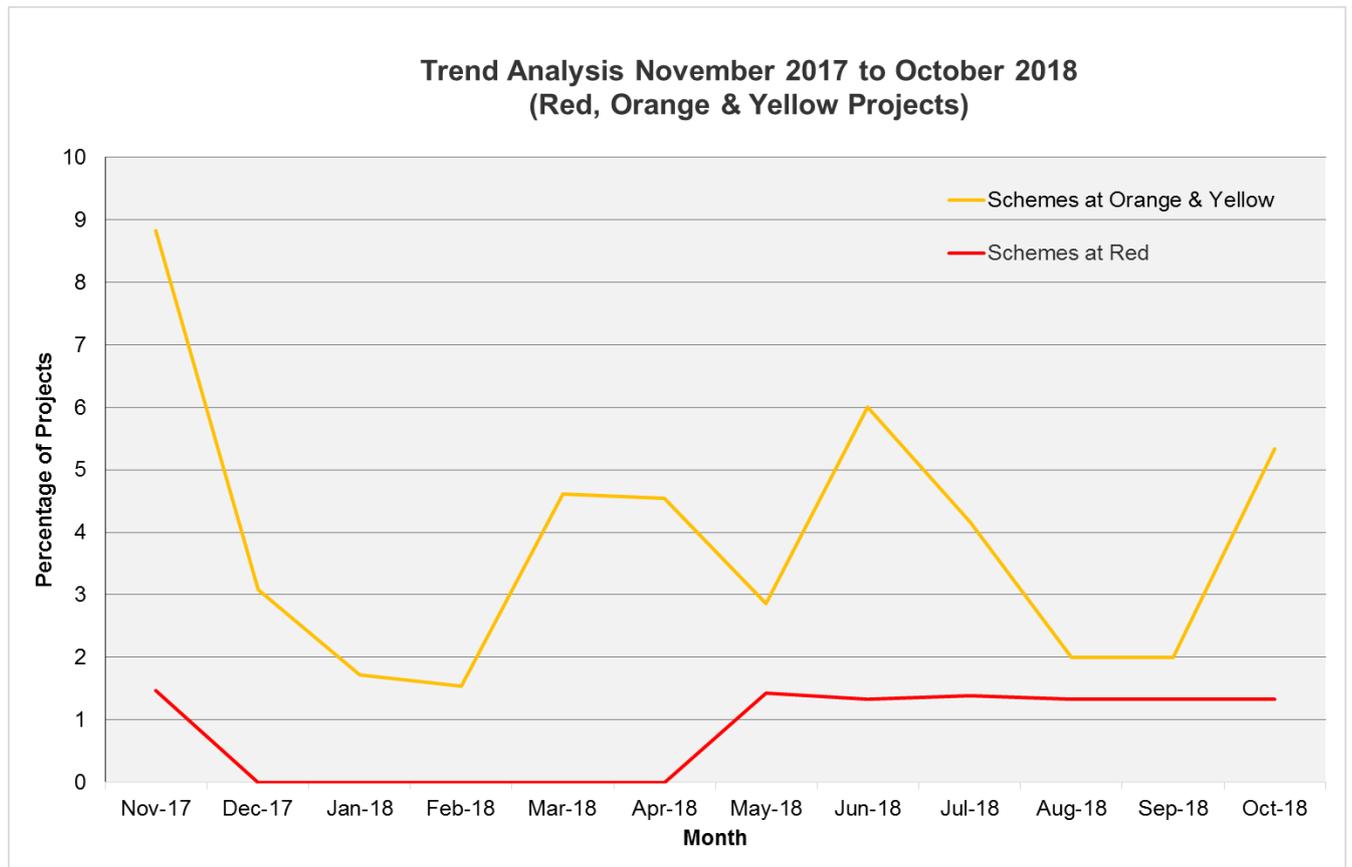
The total number of projects included in the report has remained the same as last month with seventy-five live projects reported in October 2018 (seventy-five in September).

The projects likely to achieve their cost and time criteria (dark & light green) have fallen since last month and at 94% and are slightly below the average position (95%) for the twelve-month reporting period.



Projects that require immediate attention (red) remain unchanged at 1% of all projects and are at the same level as their average position (1%) for the twelve-month reporting period.

Projects that may require action (orange and yellow) have increased to 5% and are now slightly above their average position (5%) for the twelve-month reporting period.



## Risk Categories

The RAG status is a ROYGG system – designated as RED, ORANGE, YELLOW, LIGHT GREEN AND DARK GREEN.

The definition of these codes is as follows:

		CODE
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<b><i>On track</i></b> to achieve time & cost outcomes	<b>DARK GREEN</b>	
<b><i>Likely</i></b> to achieve time & cost outcomes	<b>LIGHT GREEN</b>	
Issues arising that <b><i>may need</i></b> action taken to ensure achievement of time & cost outcomes	<b>YELLOW</b>	
Issues arising that are <b><i>likely to need</i></b> action taken to ensure achievement of time & cost outcomes	<b>ORANGE</b>	
Issues arising that <b><i>require immediate</i></b> action taken to ensure achievement of time & cost outcomes	<b>RED</b>	

## Glossary

<b>EoT</b>	Extension of Time
<b>MS (no)</b>	Milestone number
<b>O&amp;M</b>	Operation & Maintenance
<b>SoS</b>	Start on Site
<b>VE</b>	Value Engineering
<b>VFM</b>	Value for Money
<b>KPI</b>	Key Performance Indicator
<b>COP</b>	Change of Programme
<b>CEN</b>	Compensation Event Notice
<b>CONQ's</b>	Contractors Quotations
<b>EWN</b>	Early Warning Notice

**Item 5 - Appendix 3: CCC Consultants Framework – A comparison with other Frameworks in the market place**

<b>Cambridgeshire County Council Objectives &amp; Requirements of a Consultants Framework</b>	<b>LGSS Consultants Framework</b>	<b>Built Environment Consultancy Services (BECS – Scape)</b>	<b>Project Management and Full Design Team Services (PMFDTS - Crown Commercial Service)</b>	<b>Bloom</b>	<b>ESPO</b>
Clear, transparent and auditable	Yes Procured under OJEU Rules. However, no real direction regarding processes and procedures. No Framework support.	Yes Procured under OJEU Rules and Guidance and Framework support is comprehensive.	Yes Procured under OJEU Rules and Guidance and Framework support is clear but not comprehensive.	Yes Procured under OJEU Rules and Guidance and Framework support is comprehensive.	Yes Procured under OJEU Rules and Guidance and Framework support is available on request.
Maximum framework rates offered are considered competitive in the current market climate	Yes Competitive market tender process undertaken. There is an option for rate reviews during the contract period.	Yes Competitive market tender process undertaken. There is an option for rate reviews during the contract period.	Yes Competitive market tender process undertaken. There is an option for rate reviews during the contract period.	No Services would need to be defined and procured on a project by project basis.	No Services would need to be defined and procured on a project by project basis.
Can works with the existing CCC Design & Build Contractors Framework and provides the required Core Services	No NEC supervisor is not provided so a separate procurement exercise is required.	Yes	No NEC supervisor is not provided so a separate procurement exercise is required.	Yes Services must be defined on a project by project basis	Yes Services must be defined on a project by project basis

<b>Cambridgeshire County Council Objectives &amp; Requirements of a Consultants Framework</b>	<b>LGSS Consultants Framework</b>	<b>Built Environment Consultancy Services (BECS – Scape)</b>	<b>Project Management and Full Design Team Services (PMFDTS - Crown Commercial Service)</b>	<b>Bloom</b>	<b>ESPO</b>
Fixed rates for a three year period	Yes Expires 2020 (with the 1 year extension)	Yes Expires 2021	Yes Expires 2019	No Services would need to be defined and procured on a project by project basis.	No Services would need to be defined and procured on a project by project basis.
Ability to appoint consultants via mini-tender and direct	No There are conditions to direct appointment i.e. ranking based on price	Yes You can request to use one specific consultant based on experience etc	No There are conditions to direct appointment i.e. ranking	No Mini-tender only	No Mini-tender only
Service providers should be able to work primarily on Education capital projects, but also be dynamic enough to be able to work on other Local Authority lead Capital projects e.g. offices, libraries, care homes, residential etc.	Yes	Yes	Yes	Yes	Yes
Professional services contract needs to be compatible with NEC 3 contract	Yes	Yes	Yes	Yes	Yes
Ability to procure services for MS1-7 but allow for separate appointment of feasibility work	No Requires consultants to be	Yes	Yes	Yes	Yes

<b>Cambridgeshire County Council Objectives &amp; Requirements of a Consultants Framework</b>	<b>LGSS Consultants Framework</b>	<b>Built Environment Consultancy Services (BECS – Scape)</b>	<b>Project Management and Full Design Team Services (PMFDTS - Crown Commercial Service)</b>	<b>Bloom</b>	<b>ESPO</b>
(MS1 stage), and then an option to appoint or go back out to tender for MS2-7	appointed separately so a separate procurement exercise is required				
More direct control over procurement, appointment and management of consultants	No	No	No	Yes	Yes
Ability to offer partnership working and an assurance that the service providers' teams will provide continuity of teams working on projects	No As the procurement was out of the County Council's control.	No As the procurement was out of the County Council's control.	No As the procurement was out of the County Council's control.	No As procurement is done on a project by project basis.	No As procurement is done on a project by project basis.
Fixed % payment schedule for each milestone in each band so that the County Council can more accurately predict in-year spend forecasting and year end	No	?	?	Yes	Yes
Continuous improvement measures, measured by KPI's	No	Yes	Yes	Yes	Yes
No annual charge to the County Council	No	Yes	No	Yes	Yes
Does the Framework provided added value e.g. continuity of service, support with KPI	No Could only be developed after	Yes	No Could only be developed after	No Consultants are procured on a	No Consultants are procured on a

<b>Cambridgeshire County Council Objectives &amp; Requirements of a Consultants Framework</b>	<b>LGSS Consultants Framework</b>	<b>Built Environment Consultancy Services (BECS – Scape)</b>	<b>Project Management and Full Design Team Services (PMFDTS - Crown Commercial Service)</b>	<b>Bloom</b>	<b>ESPO</b>
monitoring and poor performance, innovation	long term use and development of relationships.		long term use and development of relationships.	project by project basis	project by project basis

**FINANCE AND PERFORMANCE REPORT – OCTOBER 2018**

**To:** Children and Young People Committee

**Meeting Date:** 4 December 2018

**From:** Executive Director: People and Communities  
Chief Finance Officer

**Electoral division(s):** All

**Forward Plan ref:** Not applicable      **Key decision:** No

**Purpose:** To provide the Committee with the October 2018 Finance and Performance report for People And Communities Services (P&C).

The report is presented to provide the Committee with the opportunity to comment on the financial and performance position as at the end of October 2018.

**Recommendations:** The Committee is asked to review and comment on the report.

<b>Officer contact:</b>		<b>Member contacts:</b>	
Name:	Martin Wade	Names:	Councillor Simon Bywater
Post:	Strategic Finance Business Partner	Post:	Chairman, Children and Young People Committee
Email:	<a href="mailto:martin.wade@cambridgeshire.gov.uk">martin.wade@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Simon.bywater@cambridgeshire.gov.uk">Simon.bywater@cambridgeshire.gov.uk</a>
Tel:	01223 699733	Tel:	01223 706398 (office)

## 1.0 BACKGROUND

- 1.1 A Finance & Performance Report for People and Communities (P&C) is produced monthly and the most recent available report is presented to the Committee when it meets.
- 1.2 The report is presented to provide the Committee with the opportunity to comment on the financial and performance position of the services for which the Committee has responsibility.
- 1.3 This report is for the whole of the P&C Service, and as such, not all of the budgets contained within it are the responsibility of this Committee. Members are requested to restrict their attention to the budget lines for which this Committee is responsible, which are detailed in Appendix 1, whilst the table below provides a summary of the budget totals relating to CYP Committee:

<b>Forecast Variance Outturn (September) £000</b>	<b>Directorate</b>	<b>Budget 2018/19 £000</b>	<b>Actual October 2018 £000</b>	<b>Forecast Outturn Variance £000</b>
3,750	Children's Commissioning	32,746	17,456	4,800
-50	Communities & Safety - Youth Offending Service	1,650	880	-50
0	Communities & Safety - Central Integrated Youth Support Services	1,334	394	0
1,615	Children & Safeguarding	52,066	31,312	1,510
3,421	Education	79,586	60,633	7,270
-2,909	Executive Director and Central Financing	4,336	482	-3,159
<b>5,827</b>	<b>Total Expenditure</b>	<b>171,717</b>	<b>111,157</b>	<b>10,371</b>
-3,362	Grant Funding (including Dedicated Schools Grant etc.)	-58,250	-33,979	-6,565
<b>2,465</b>	<b>Total</b>	<b>113,467</b>	<b>77,178</b>	<b>3,806</b>

**Please note:** Strategic Management – Commissioning covers all of P&C and is therefore not included in the table above. The Executive Director and Central Financing budgets have now been included as they contain significant spend relevant to CYP Committee.

## 1.4 Financial Context

As previously discussed at CYP Committee the major savings agenda continues with £99.2m of savings required across the Council between 2017 and 2022. The total planned savings for P&C in the 2018/19 financial year total £21,287k.

Although significant savings have been made across the directorate the service continues to face demand pressures, particularly in children's services related to the rising number of looked after children.

The Committee have previously received reports confirming the medium term approach to managing demand on the looked after children's placement budget as well as outlining the major change and restructuring programme underway in the service. The changes are evidence based and respond to a series of reviews over the past twelve months by Oxford Brooks University, OFSTED, and LGA peers. The outcome of the changes will be easier referrals into the council's

contact centre, social work teams based in districts led by non- case holding team managers who can provide more support and challenge, lower caseloads for social workers overall, with more resilience built in to larger teams., two dedicated teams focussed on adolescents, and more Child Practitioners focussed on working with children in need and able to undertake more sustained and in depth work.

It is acknowledged that these changes, and resulting budgetary improvements, will take time to embed and it is increasingly recognised that it will not be possible to fully address and reduce the pressures through offsetting savings and mitigating actions within P&C during 2018-19. General Purposes Committee previously approved the allocation of the £3.413m smoothing fund reserve to support Children's Services pressures, as recommended by CYP Committee, and this has now been reflected in the reported position.

## **2.0 MAIN ISSUES IN THE OCTOBER 2018 P&C FINANCE & PERFORMANCE REPORT**

2.1 The October 2018 Finance and Performance report is attached at Appendix 2. At the end of October the P&C forecast overspend has increased from £2,671k to £4,031k.

### **2.2 Revenue**

The main changes to the revenue forecast variances within CYP Committees areas of responsibility since the previous report are as follows:

- Home to School Transport – Special. The forecast overspend has increased by £750k to £1,500k. The increase is due to a review of expected commitments now that the majority of routes for the 2018/19 academic year have been agreed, as well as further growth in SEND pupil numbers for the new academic year.
- LAC Transport is anticipated to be £300k over budget, as a result of an overall increase in Looked after Children, meaning that more children are requiring Home to School Transport. Many of these children are placed out of county and/or at a significant distance away from their schools leading to high transport costs
- The Children in Care overspend has decreased to £1,262k, due to a reduction of £105k on UASC accommodation costs as a result of fee re-negotiation.
- Strategic Management – Education. Mitigations totalling £359k have been found across the Education Directorate. There has been a review of ongoing commitments and one-off sources of funding, and identification of higher than expected vacancy savings due to delaying the recruitment of posts pending review.
- SEND Specialist Services (0-25yrs) are forecasting a £7.4m overspend. £6.6m of this pressure is Dedicated Schools Grant expenditure which will result in an overall DSG deficit to be carried forward into 2019/20. £800k of this is a base budget pressure on the Council's bottom line. We saw a net increase of 500 Education, Health and Care Plans (EHCPs) over the course of the 2017/18 academic year (13%) and have been averaging an additional 9 EHCPs a week during September and October 2018. This increase in numbers, as well as an increase in complexity of need, has caused pressures across all elements of the SEN budget.
- Home to School/ College Transport - Mainstream are expected to overspend by £200k as a result of quotes being received at a higher cost than that expected based on previous years costs. In addition, there has been a higher than usual number of in-year admissions requests where the local school is full. These situations require us to provide transport to schools further away, outside statutory walking distance.

2.3 The table below identifies the key areas of over and underspends within CYP alongside potential mitigating actions:

<p><b>Looked After Children Placements</b></p> <p>Forecast year-end variance: <b>+£3,000k</b></p>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• Underlying pressure brought forward from the previous year</li> <li>• The continuing higher than budgeted number of LAC placements and forecast under-delivery of savings.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Reconstitution of panels to ensure greater scrutiny and supportive challenge.</li> <li>• Monthly budget and savings reconciliation meetings attended by senior managers accountable for each area of spend/practice.</li> <li>• Investment in children’s social care commissioning to support the development of robust commissioning pseudo-dynamic purchasing systems for external spend.</li> <li>• Provider meetings scheduled through the Children’s Placement Service [ART] to support the negotiation of packages at or post placement.</li> <li>• Regular Permanence Tracking meetings chaired by the Independent Reviewing Service Manager to ensure no drift in care planning decisions, and support the identification of foster carers suitable for SGO/permanence arrangements.</li> <li>• Additional investment in the recruitment and retention of the in-house fostering service to increase the number of fostering households over a three year period.</li> </ul>
<p><b>Home to School Transport - Special</b></p> <p>Forecast year-end variance: <b>+£1,550k</b></p>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• Increasing demand for SEND Transport, with a 20% increase in pupils attending special schools between September 2017 and September 2018 and a 13% increase in pupils with Education Health Care Plans (EHCPs) over the same period.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• A review of processes in the Social Education Transport and SEND teams with a view to reducing costs</li> <li>• A strengthened governance system around requests for costly exceptional transport requests</li> <li>• A change to the process around Personal Transport Budgets to ensure they are offered only when they are the most cost-effective option</li> <li>• Implementation of an Independent Travel Training programme to allow more students to travel to school and college independently.</li> </ul>
<p><b>Looked After Children Transport</b></p> <p>Forecast year-end variance: <b>+£300k</b></p>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• The overall increase in Looked after Children has meant that more children are requiring Home to School Transport. Many of these children are placed out of county and/or at a significant distance away from their schools leading to high transport costs.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Case-by-case reviews of the most expensive transport arrangements for Looked After Children, particularly targeting reductions in high-cost single occupancy taxi journeys and encouraging more children to walk shorter journeys.</li> <li>• Route reviews to identify opportunities for shared vehicles, routes and providers, including across different client groups</li> </ul>

	<p>e.g. mainstream, SEND, or Adult transport, reducing any duplication and opportunities for better use of volunteer drivers.</p> <ul style="list-style-type: none"> <li>• Further activity to ensure the Council's policies around transport provision are implemented fully across the board, with joined-up decisions across social care and transport.</li> <li>• Additional capacity has been secured through the Transformation programme to provide the necessary dedicated focus for this work.</li> </ul>
<p><b>Children in Care</b></p> <p>Forecast year-end variance: <b>+£1,262k</b></p>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• A significant increase in numbers of unaccompanied children and young people. Support is available via a Home Office grant, but this does not fully cover the expenditure.</li> <li>• The increasing number of staying put arrangements agreed for Cambridgeshire children placed in external placements, the cost of which is not covered by DFE grant.</li> <li>• The use of additional relief staff and external agencies required to cover the current Supervised Contact Cases.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Reviewing the structure of Children's Services. This will focus on creating capacity to meet additional demand.</li> <li>• Agreement from other local authorities who are part of the Eastern Region scheme to reduce the 0.07% expectation of authorities to 0.06%.</li> <li>• Region writing to the Home Office stating the need for additional funding to support UASC and the imperative to expedite decisions on leave to remain at eighteen.</li> </ul>
<p><b>Adoption</b></p> <p>Forecast year-end variance: <b>+£248k</b></p>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• Additional demand on the need for adoptive places.</li> <li>• Re-negotiated contract with Coram Cambridgeshire Adoption (CCA) based on an equal share of the extra costs needed to cover those additional placements.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Ongoing dialogue with CCA to identify more cost effective medium term options to recruit more adoptive families to meet the needs of our children.</li> </ul>
<p><b>Strategic Management - Education</b></p> <p>Forecast year-end variance: <b>-£359k</b></p>	<p>The key reasons for the underspend in this area are:</p> <ul style="list-style-type: none"> <li>• A review of ongoing commitments and using one-off sources of funding to offset pressures emerging across the directorate.</li> <li>• Over-recovery on vacancy savings due to holding recruitment on a number of vacant management posts while a review of the overall Education structure is undertaken in conjunction with Peterborough.</li> </ul>
<p><b>Schools Partnership Service</b></p> <p>Forecast year-end variance: <b>+£176k</b></p>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• The decision by Schools Forum to discontinue the de-delegation for the Cambridgeshire Race Equality &amp; Diversity Service (CREDS) from 1st April 2018, resulting in service closure.</li> </ul>
<p><b>Special Schools and High Needs Units Funding</b></p> <p>Forecast year-end variance: <b>+£2,000k</b></p> <p><b>DSG Funded</b></p>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• Increase in numbers of young people being placed in Special Schools and High Needs Units within mainstream schools.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Review of high cost packages and provision.</li> <li>• Longer term structural review looking at the role of Special Schools and Units within the county's overall SEN provision.</li> </ul>

<p><b>High Needs Top-Up Funding</b></p> <p>Forecast year-end variance: <b>+£3,500k</b></p> <p><b>DSG Funded</b></p>	<p>The key reason for the overspend in this area is:</p> <ul style="list-style-type: none"> <li>• Numbers of young people with Education Health and Care Plans (EHCP) in Post-16 Further Education (FE) providers continue to increase and there has been an increase in the number of secondary aged pupils in receipt of an EHCP.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• A detailed analysis and review of all high cost packages, to ensure that the additional support is still needed, and also look at alternatives to providing ongoing support for small groups of children with a similar need;</li> <li>• Review of FE funding rates.</li> </ul>
<p><b>SEN Placements</b></p> <p>Forecast year-end variance: <b>+£518k</b></p> <p><b>DSG Funded</b></p>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• Placement of one young person in out of county school needing residential provision, where there is appropriate educational provision to meet needs.</li> <li>• Placement of a young person in out of county provision as outcome of SENDIST appeal.</li> <li>• An unprecedented increase in requests for specialist SEMH (social, emotional and mental health) provision. Local provision is now full, which is adding an additional demand to the high needs block.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• SEND Sufficiency work is underway to inform future commissioning strategy. This will set out what the SEND need is across Cambridgeshire, where it is and what provision we need in future, taking account of demographic growth and projected needs.</li> <li>• Alternatives such as additional facilities in the existing schools, looking at collaboration between the schools in supporting post 16, and working with further education providers to provide appropriate post 16 course is also being explored in the plan;</li> <li>• Peterborough and Cambridgeshire SEND Strategy is being developed with a renewed focus and expectation of children and young people having their needs met locally.</li> <li>• Review and renegotiation of packages with some providers to ensure best value is still being achieved.</li> </ul>
<p><b>Out of School Tuition</b></p> <p>Forecast year-end variance: <b>+£291k</b></p> <p><b>DSG Funded</b></p>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>• A higher number of children remaining on their existing packages and a higher number of children accessing new packages, due to a breakdown of placement, than the budget can accommodate.,</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>• Proposal to create an in-house “bank” of teachers, tutors, teaching assistants or specialist practitioners and care workers in order to achieve a lower unit cost of provision;</li> <li>• Move to a Dynamic Purchasing System, which would provide a wider, more competitive market place, where a lower unit cost of provision could be achieved;</li> <li>• Enhance the preventative work of the Statutory Assessment Team by expanding the SEND District Team, so that support can be deployed for children with an EHCP, where currently the offer is minimal and more difficult to access;</li> <li>• Creation of an outreach team from the Pilgrim PRU to aid quicker transition from tuition or inpatient care, back into school; and</li> </ul>

	<ul style="list-style-type: none"> <li>Review of existing tuition packages to gain a deeper understanding of why pupils are on tuition packages and how they can be moved back into formal education.</li> </ul>
<p><b>SEND Specialist Services</b></p> <p>Forecast year-end variance: <b>+£1,050k</b></p> <p><b>£250k DSG Funded</b> <b>£800k Core Funded</b></p>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>Educational Psychologists – Educational Psychologists have a statutory role in signing off EHCPs. Increasing demand for EHCPs, along with recruitment issues meaning that costly locum staff are being used, creating a pressure on the budget.</li> <li>Access &amp; Inclusion – there has been an increase in the number pupils without EHCPs being excluded leading to Out of School tuition being required. This has led to a pressure on the Access &amp; Inclusion budget.</li> <li>Under-recovery on income generation – increased demand across the service has reduced the capacity of staff to leading to an under-recovery on income generation.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>A focus on financial control including a detailed analysis of high cost expenditure to assess whether the current level support is required and, if so, whether the support could be provided in a more cost-effective manner</li> <li>An overall review of SEND need across Cambridgeshire, the available provision, and the likely need in future years. This work will inform decision around the development of new provision to ensure that more need can be met in an appropriate manner in county, reducing the number of children and young people who are place in high-cost, independent or Out of County provision. This will include working with FE providers to ensure appropriate post-16 provision is available.</li> <li>Proposal to create an in-house “bank” of teachers, tutors, teaching assistants or specialist practitioners and care workers in order to achieve a cost of providing out of school tuition</li> <li>Move to a dynamic-purchasing system for SEN Placements and Out of School Tuition to provide a wider, more competitive market place, reducing unit costs</li> <li>Enhance the preventative work of the Statutory Assessment Team by expanding the SEND District Team, so that support can be deployed for children with an EHCP, where currently the offer is minimal and more difficult to access;</li> <li>Creation of an outreach team from the Pilgrim PRU to aid quicker transition from tuition or inpatient care, back into school; and</li> <li>Review of existing tuition packages to gain a deeper understanding of why pupils are on tuition packages and how they can be moved back into formal education.</li> <li>A review of the Educational Psychologist offer, including a focus on recruiting permanent staff to mitigate the high locum costs.</li> </ul>
<p><b>Home to School / College Transport - Mainstream</b></p> <p>Forecast year-end variance: <b>+£200k</b></p>	<p>The key reasons for the overspend in this area are:</p> <ul style="list-style-type: none"> <li>Higher costs being quoted for routes in some areas of the county than in previous years.</li> <li>Higher than usual number of in-year admissions requests where the local school is full. These situations require us to provide transport to schools further away, outside statutory walking distance.</li> </ul> <p>Mitigating actions include:</p> <ul style="list-style-type: none"> <li>A review of processes with a view to reducing costs</li> <li>A strengthened governance system around requests for costly exceptional transport requests</li> </ul>

	<ul style="list-style-type: none"> <li>Implementation of an Independent Travel Training programme to allow more students to travel to school and college independently.</li> </ul>
<b>Executive Director and Central Financing</b>  Forecast year-end variance: <b>-£3,159k</b>	The key reasons for the forecast variance in this area are: <ul style="list-style-type: none"> <li>A £504k overspend due costs of the Mosaic project that were previously capitalised being moved to revenue.</li> <li>Changes in Children’s Services, agreed at the Children’s and Young People’s committee, have led to a change in approach for the IT system for Children’s Services. At its meeting on 29th May General Purposes Committee supported a recommendation to procure a new Children’s IT System that could be aligned with Peterborough City Council. A consequence of this decision is that the Mosaic system will no longer be rolled out for Children’s Services.</li> <li>The underspend within the Central Financing policy line reflects the allocation of the £3.413m smoothing fund reserve to support Children’s Services pressures, as recommended by CYP Committee and approved by General Purposes Committee.</li> </ul>

## 2.4 Capital

The Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up until the point where slippage exceeds this budget. The allocation for P&C’s negative budget adjustments has been calculated as follows, shown against the slippage forecast to date:

2018/19					
Service	Capital Programme Variations Budget £000	Forecast Outturn Variance (Oct 18) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (Oct 18) £000
P&C	-10,469	8,793	8,793	84.0	-1,676
<b>Total Spending</b>	<b>-10,469</b>	<b>8,793</b>	<b>8,793</b>	<b>84.0</b>	<b>-1,676</b>

## 2.5 Performance

Of the thirty-eight P&C service performance indicators five are shown as green, ten as amber and nine as red. Fourteen have no target and are therefore not RAG-rated.

Of the Children and Young People Performance Indicators, three are green, six are amber and seven are red. Three have no target and were therefore not RAG-rated. The seven red performance indicators are:

1. % children whose referral to social care occurred within 12 months of a previous referral
2. Number of children with a Child Protection Plan per 10,000 population under 18
3. Proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years)

4. The number of looked after children per 10,000 population under 18
5. % of EHCP assessments completed within timescale
6. % of 2 year olds taking up the universal entitlement (15 hours)
7. Ofsted – Pupils attending schools that are judged as Good or Outstanding (Special Schools)

### **3.0 2018-19 SAVINGS TRACKER**

- 3.1 As previously reported the “tracker” report – a tool for summarising delivery of savings – will be made available for Members on a quarterly basis. The tracker, showing savings proposals relating to CYP as at mid-October is included as Appendix 3 to this report.
- 3.2 Within the tracker the forecast is shown against the original saving approved as part of the 2018-19 Business Planning process. Based on current forecasts the overall position for CYP is a £456k shortfall against plan.

Where a shortfall is currently forecast this is being reflected in the overall bottom line, but it is also important to note the relationship with the reported pressures within the detailed F&PR.

#### **4.1 Developing the local economy for the benefit of all**

- 4.1.1 There are no significant implications for this priority.

#### **4.2 Helping people live healthy and independent lives**

- 4.2.1 There are no significant implications for this priority

#### **4.3 Supporting and protecting vulnerable people**

- 4.3.1 There are no significant implications for this priority

### **5.0 SIGNIFICANT IMPLICATIONS**

#### **5.1 Resource Implications**

- 5.1.1 This report sets out details of the overall financial position of the P&C Service.

#### **5.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

- 5.2.1 There are no significant implications within this category.

#### **5.3 Statutory, Risk and Legal Implications**

- 5.3.1 There are no significant implications within this category.

#### **5.4 Equality and Diversity Implications**

- 5.4.1 There are no significant implications within this category.

#### **5.5 Engagement and Consultation Implications**

- 5.5.1 There are no significant implications within this category.

#### **5.6 Localism and Local Member Involvement**

- 5.6.1 There are no significant implications within this category.

## 5.7 Public Health Implications

6.7.1 There are no significant implications within this category.

Source Documents	Location
As well as presentation of the F&PR to the Committee when it meets, the report is made available online each month.	<a href="https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&amp;-performance-reports/">https://www.cambridgeshire.gov.uk/council/finance-and-budget/finance-&amp;-performance-reports/</a>

**Children & Young People Committee Revenue Budgets  
within the Finance & Performance report**

**Commissioning Directorate**

Strategic Management – Commissioning – *covers all of P&C*  
Access to Resource & Quality

Children's Commissioning

Looked After Children Placements  
Commissioning Services  
Home to School Transport – Special  
LAC Transport

**Community & Safety Directorate**

Youth Offending Service

**Children & Safeguarding Directorate**

Strategic Management – Children & Safeguarding  
Partnerships and Quality Assurance  
Children in Care  
Integrated Front Door  
Children's Centre Strategy  
Support to Parents  
Adoption Allowances  
Legal Proceedings

District Delivery Service

Safeguarding Hunts and Fenland  
Safeguarding East & South Cambs and Cambridge  
Early Help District Delivery Service –North  
Early Help District Delivery Service – South

**Education Directorate**

Strategic Management - Education  
Early Years Service  
Schools Curriculum Service  
Schools Intervention Service  
Schools Partnership Service  
Children's Innovation & Development Service  
Teachers' Pensions & Redundancy

SEND Specialist Services (0-25 years)

SEND Specialist Services  
Children's Disability Service  
High Needs Top Up Funding  
Special Educational Needs Placements  
Early Years Specialist Support  
Out of School Tuition

Infrastructure

0-19 Organisation & Planning  
Early Years Policy, Funding & Operations

Education Capital  
Home to School/College Transport – Mainstream

**Executive Director**

Executive Director - *covers all of P&C*

Central Financing - *covers all of P&C*

**Grant Funding**

Financing DSG

Non Baselined Grants - *covers all of P&C*

**People & Communities (P&C) Service****Finance and Performance Report – October 2018****1. SUMMARY****1.1 Finance**

Previous Status	Category	Target	Current Status	Section Ref.
<b>Red</b>	Income and Expenditure	Balanced year end position	<b>Red</b>	2.1
<b>Green</b>	Capital Programme	Remain within overall resources	<b>Green</b>	3.2

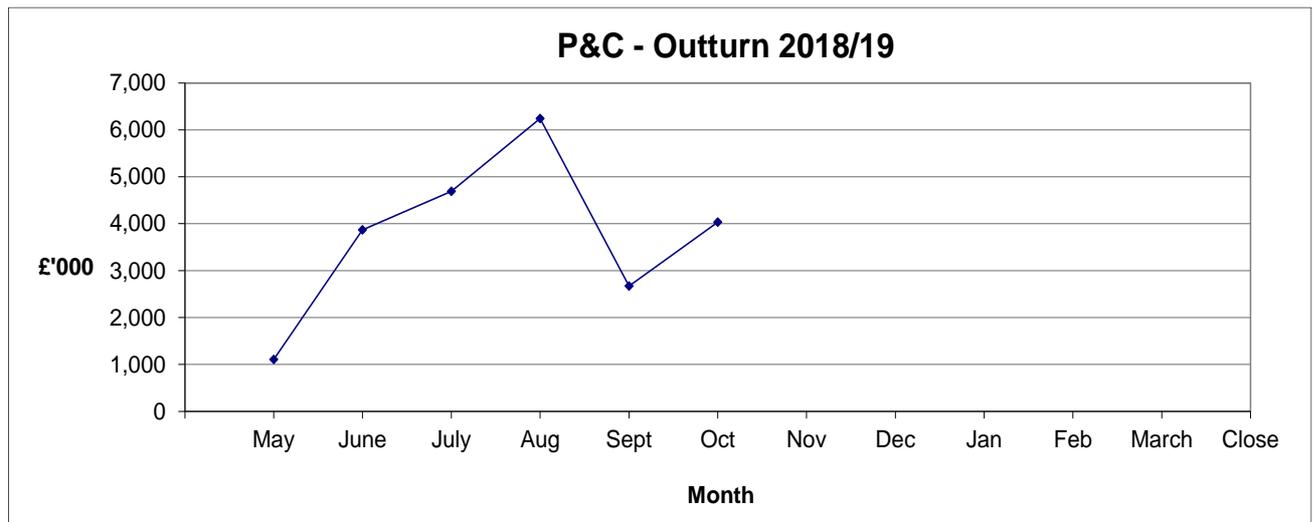
**1.2. Performance Indicators – September 2018 Data (see sections 4&5)**

Monthly Indicators	Red	Amber	Green	No Target	Total
September 17/18 Performance (No. of indicators)	9	10	5	14	38

**2. INCOME AND EXPENDITURE****2.1 Overall Position**

Forecast Variance Outturn (Sep) £000	Directorate	Budget 2018/19 £000	Actual £000	Forecast Outturn Variance £000	Forecast Outturn Variance %
-161	Adults & Safeguarding	153,831	81,584	-159	-0.1%
4,117	Commissioning	44,215	36,172	5,131	11.6%
-50	Communities & Safety	7,074	3,813	-50	-0.7%
1,615	Children & Safeguarding	52,066	31,312	1,510	2.9%
3,421	Education	79,809	61,910	7,323	9.2%
-2,909	Executive Director	4,336	482	-3,159	-72.9%
<b>6,033</b>	<b>Total Expenditure</b>	<b>341,331</b>	<b>215,274</b>	<b>10,596</b>	<b>3.1%</b>
-3,362	Grant Funding	-98,079	-60,517	-6,565	6.7%
<b>2,671</b>	<b>Total</b>	<b>243,251</b>	<b>154,757</b>	<b>4,031</b>	<b>1.7%</b>

The service level finance & performance report for 2018/19 can be found in [appendix 1](#). Further analysis of the forecast position can be found in [appendix 2](#).



## 2.2 Significant Issues

At the end of October 2018, the overall P&C position is an overspend of £4,031k.

Significant issues are detailed below:

### Adults

Within Adults and Safeguarding, care budgets are increasingly under pressure from higher than expected cost increases, growing demand for services, and increasing complexity of the cohort of people in receipt of care:

- Large care pressures continue to be reported in the Learning Disability Partnership, with the forecast variance on the Council's share of the pooled budget overspend increasing slightly in October to reach £2.3m. The overspend is as a result of increased need of service-users over recent months at a level higher than when budgets were set, as well as slower delivery of some savings than expected with a number of opportunities phased back to 2019/20.
- Expenditure on direct payments for Physical Disability service-users is higher than expected reflecting both higher uptake of direct payments and more complete usage of them by service-users in receipt, likely as a result of increasing costs of domiciliary care faced by people buying in the open market.
- The forecast for Older People's care costs is currently balanced, but numbers of and average weekly costs for care home placements are increasing each month. This is currently offset by lower than expected spend on domiciliary care due to capacity constraints within the care market, but there remains a risk of overspend should care home costs continue to increase.

The financial position in Adults services is partially offset by application of grant funding received from central government for the mitigation of pressures on the social care system. Parts of these grants were specifically earmarked against emerging demand pressures, and further funding has been identified from other spend lines that have not happened or where there has been slippage. This grant funding appears on the 'Strategic Management – Adults' budget line.

## Children

Although significant savings have been made, services continue to face increasing demand pressures, particularly in those related to the rising number of looked after children, and those related to Special Educational Needs and Disabilities (SEND).

- Home to School Transport – Special. The forecast overspend has increased by £750k to £1,500k. The increase is due to a review of expected commitments now that the majority of routes for the 2018/19 academic year have been agreed, as well as further growth in SEND pupil numbers for the new academic year.
- LAC Transport is anticipated to be £300k over budget, as a result of an overall increase in Looked after Children, meaning that more children are requiring Home to School Transport. Many of these children are placed out of county and/or at a significant distance away from their schools leading to high transport costs
- The Children in Care overspend has decreased by -£105k to £1,262k, due to a reduction of £105k on UASC accommodation costs due to re-negotiation of fees.
- Strategic Management – Education. Mitigations totalling £359k have been found across the Education Directorate. There has been a review of ongoing commitments and one-off sources of funding, and identification of higher than expected vacancy savings due to delaying the recruitment of posts pending review.
- SEND Specialist Services (0-25yrs) are forecasting a £7.4m overspend. £6.6m of this pressure is Dedicated Schools Grant expenditure which will be managed within the overall DSG resources and carried forward as a deficit balance into 2019/20. £800k of this is a base budget pressure on the Council's bottom line. We saw a net increase of 500 Education, Health and Care Plans (EHCPs) over the course of the 2017/18 academic year (13%) and have been averaging an additional 9 EHCPs a week during September and October 2018. This increase in numbers, as well as an increase in complexity of need, has caused pressures across all elements of the SEN budget. Further details can be found in Appendix 2, note 13.
- Home to School/ College Transport - Mainstream are expected to overspend by £200k as a result of quotes being received at a higher cost than that expected based on previous years costs. In addition, there has been a higher than usual number of in-year admissions requests where the local school is full. These situations require us to provide transport to schools further away, outside statutory walking distance.

The additional underspend within the Central Financing policy line (increase of -£250k) is as a result of identifying a number of prior year accruals which are no longer expected to be invoiced.

## 2.3 Additional Income and Grant Budgeted this Period

(De Minimis reporting limit = £160,000)

A full list of additional grant income anticipated and reflected in this report can be found in [appendix 3](#).

## 2.4 Virements and Transfers to / from Reserves (including Operational Savings Reserve) (De Minimis reporting limit = £160,000)

A list of virements made in the year to date can be found in [appendix 4](#).

## 2.5 Key Activity Data

The Actual Weekly Costs for all clients shown in section 2.5.1-2 are calculated based on all clients who have received a service, are receiving a service, or we plan will receive a service. Some clients will have ceased receiving a service in previous months, or during this month, or we will have assumed an end date in the future.

### 2.5.1 Key activity data to October 2018 for Looked After Children (LAC) is shown below:

Service Type	BUDGET				ACTUAL (October)				VARIANCE		
	No of placements Budgeted	Annual Budget	No. of weeks funded	Average weekly cost per head	Snapshot of No. of placements October 18	Yearly Average	Forecast Outturn	Average weekly cost per head	Yearly Average budgeted no. of placements	Net Variance to Budget	Average weekly cost diff +/-
Residential - disability	1	£132k	52	2,544.66	2	1.84	£368k	3,537.43	0.84	£236k	992.77
Residential - secure accommodation	0	£k	52	0.00	0	0.50	£156k	5,908.00	0.5	£156k	5,908.00
Residential schools	16	£2,277k	52	2,716.14	18	17.29	£2,443k	2,951.96	1.29	£166k	235.82
Residential homes	39	£6,725k	52	3,207.70	33	34.31	£5,951k	3,453.61	-4.69	-£775k	245.91
Independent Fostering	199	£9,761k	52	807.73	297	289.25	£11,905k	796.79	90.25	£2,144k	-10.94
Supported Accommodation	31	£2,355k	52	1,466.70	23	22.18	£1,334k	1,311.03	-8.82	-£1,020k	-155.67
16+	8	£89k	52	214.17	5	4.42	£82k	291.21	-3.58	-£7k	77.04
Growth/Replacement	-	£k	-	-	-	-	£574k	-	-	£574k	-
Pressure funded within directorate	-	-£1,526k	-	-	-	-	£k	-	-	£1,526k	-
<b>TOTAL</b>	<b>294</b>	<b>£19,813k</b>			<b>378</b>	<b>369.79</b>	<b>£22,813k</b>		<b>75.79</b>	<b>£3,000k</b>	
In-house fostering - Basic	191	£1,998k	56	181.30	198	188.07	£1,931k	177.29	-2.93	-£67k	-4.01
In-house fostering - Skills	191	£1,760k	52	177.17	206	194.32	£1,768k	185.71	3.32	£9k	8.54
Kinship - Basic	40	£418k	56	186.72	38	41.25	£416k	192.01	1.25	-£2k	5.29
Kinship - Skills	11	£39k	52	68.78	14	11.88	£38k	61.21	0.88	-£1k	-7.57
In-house residential	5	£603k	52	2,319.99	0	1.33	£431k	6,234.79	-3.67	-£172k	3,914.80
Growth	0	£k	-	0.00	0	0.00	£k	0.00	-	£k	-
<b>TOTAL</b>	<b>236</b>	<b>£4,818k</b>			<b>236</b>	<b>230.65</b>	<b>£4,585k</b>		<b>-5.35</b>	<b>-£233k</b>	
Adoption Allowances	105	£1,073k	52	196.40	107	106.90	£1,162k	199.11	1.9	£90k	2.71
Special Guardianship Orders	246	£1,850k	52	144.64	248	247.45	£1,832k	142.34	1.45	-£18k	-2.30
Child Arrangement Orders	91	£736k	52	157.37	88	90.34	£723k	153.66	-0.66	-£13k	-3.71
Concurrent Adoption	5	£91k	52	350.00	5	4.93	£90k	350.00	-0.07	-£1k	0.00
<b>TOTAL</b>	<b>447</b>	<b>£3,750k</b>			<b>448</b>	<b>449.62</b>	<b>£3,808k</b>		<b>1.9</b>	<b>£58k</b>	
<b>OVERALL TOTAL</b>	<b>977</b>	<b>£28,382k</b>			<b>1062</b>	<b>1,050.06</b>	<b>£31,206k</b>		<b>72.34</b>	<b>£2,824k</b>	

NOTE: In house Fostering and Kinship basic payments fund 56 weeks as carers receive two additional weeks payment during the Summer holidays, one additional week payment at Christmas and a birthday payment.

## 2.5.2 Key activity data to the end of October for SEN Placements is shown below:

Ofsted Code	BUDGET			ACTUAL (October 18)				VARIANCE			
	No. of Placements Budgeted	Total Cost to SEN Placements Budget	Average annual cost	No. of Placements October 18	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost	No of Placements	Yearly Average	Total Cost to SEN Placements Budget	Average Annual Cost
Autistic Spectrum Disorder (ASD)	98	£6,165k	£63k	95	97.15	£6,352k	£65k	-3	-0.85	£186k	£2k
Hearing Impairment (HI)	3	£100k	£33k	2	2.00	£78k	£39k	-1	-1.00	£22k	£6k
Moderate Learning Difficulty (MLD)	3	£109k	£36k	8	9.07	£137k	£15k	5	6.07	£28k	£21k
Multi-Sensory Impairment (MSI)	1	£75k	£75k	0	0.00	£0k	-	-1	-1.00	£75k	£k
Physical Disability (PD)	1	£19k	£19k	5	5.00	£91k	£18k	4	4.00	£72k	£1k
Profound and Multiple Learning Difficulty (PMLD)	1	£41k	£41k	1	0.99	£67k	£68k	0	-0.01	£26k	£26k
Social Emotional and Mental Health (SEMH)	35	£1,490k	£43k	44	42.34	£2,108k	£50k	9	7.34	£618k	£7k
Speech, Language and Communication Needs (SLCN)	3	£163k	£54k	2	2.00	£88k	£44k	-1	-1.00	£76k	£11k
Severe Learning Difficulty (SLD)	2	£180k	£90k	4	3.73	£388k	£104k	2	1.73	£207k	£14k
Specific Learning Difficulty (SPLD)	8	£164k	£20k	9	7.66	£232k	£30k	1	-0.34	£68k	£10k
Visual Impairment (VI)	2	£64k	£32k	2	2.00	£57k	£29k	0	0.00	£7k	£4k
Growth / (Saving Requirement)	-	£1,000k	-	-	-	£492k	-	-	-	£508k	-
<b>TOTAL</b>	<b>157</b>	<b>£9,573k</b>	<b>£61k</b>	<b>172</b>	<b>171.94</b>	<b>£10,091k</b>	<b>£56k</b>	<b>15</b>	<b>14.94</b>	<b>£518k</b>	<b>£5k</b>

In the following key activity data for Adults & Safeguarding, the information given in each column is as follows:

- Budgeted number of clients: this is the number of full-time equivalent (52 weeks) service users anticipated at budget setting, given budget available
- Budgeted average unit cost: this is the planned unit cost per service user per week, given the budget available
- Actual service users and cost: these figures are derived from a snapshot of the commitment record at the end of the month and reflect current numbers of service users and average cost

The forecasts presented in Appendix 1 reflect the estimated impact of savings measures to take effect later in the year. The “further savings within forecast” lines within these tables reflect the remaining distance from achieving this position based on current activity levels.

## 2.5.3 Key activity data to end of October for Learning Disability Services is shown below:

Service Type	BUDGET			ACTUAL (October 18)				Year End			
	Expected No. of Service Users 2018/19	Budgeted Average Unit Cost (per week) £	Annual Budget £000	Current Service Users	DoT	Current Average Unit Cost (per week) £	DoT	Forecast Actual £000	DoT	Variance £000	
Learning Disability Services	Residential	299	£1,379	£21,440k	281	↔	£1,471	↔	£22,521k	↓	£1,081k
	Nursing	8	£1,678	£698k	8	↔	£1,694	↔	£725k	↓	£27k
	Community	1,285	£666	£44,527k	1,314	↑	£686	↔	£47,901k	↓	£3,374k
<b>Learning Disability Service Total</b>		<b>1,592</b>		<b>£66,665k</b>	<b>1,603</b>				<b>£71,147k</b>		<b>£4,482k</b>
<b>Income</b>				<b>-£2,814k</b>					<b>£3,248k</b>	↓	<b>£435k</b>
<b>Further savings assumed within forecast as shown in Appendix 1</b>											<b>£895k</b>
<b>Net Total</b>				<b>£63,851k</b>							<b>£3,152k</b>

**2.5.4 Key activity data to end of October for Adult Mental Health Services is shown below:**

		BUDGET			ACTUAL (October)				Year End		
Service Type		Expected No. of Service Users 2018/19	Budgeted Average Unit Cost (per week) £	Annual Budget £000's	Current Service Users	D o T	Current Average Unit Cost (per week) £	D o T	Forecast Actual £000's	D o T	Variance £000's
Adult Mental Health	Community based support	11	£127	£71k	6	↓	£57	↓	£39k	↑	-£32k
	Home & Community support	164	£100	£857k	153	↑	£99	↓	£790k	↑	-£67k
	Nursing Placement	14	£648	£457k	17	↔	£694	↔	£618k	↑	£161k
	Residential Placement	75	£690	£2,628k	72	↑	£667	↓	£2,472k	↑	-£155k
	Supported Accommodation	130	£120	£792k	135	↑	£171	↑	£1,132k	↑	£340k
	Direct Payments	12	£288	£175k	14	↔	£233	↔	£211k	↓	£35k
<b>Total Expenditure</b>		<b>406</b>		<b>£4,980k</b>	<b>397</b>				<b>£5,263k</b>		<b>£282k</b>
Health Contribution				-£298k					-£183k		£115k
Client Contribution				-£234k					-£367k		-£133k
<b>Total Income</b>				<b>-£532k</b>					<b>-£550k</b>		<b>-£18k</b>
<b>Adult Mental Health Net Total</b>		<b>406</b>		<b>£4,448k</b>	<b>397</b>				<b>£4,712k</b>		<b>£264k</b>

Direction of travel compares the current month to the previous month.

**2.5.5 Key activity data to the end of October for Older People (OP) Services is shown below:**

OP Total		BUDGET			ACTUAL (October 18)				Year End		
Service Type		Expected No. of Service Users 2018/19	Budgeted Average Unit Cost (per week) £	Annual Budget £000	Current Service Users	D o T	Current Average Unit Cost (per week) £	D o T	Forecast Actual £000	D o T	Variance £000
Residential		514	£541	£14,589k		↑	£566	↑	£14,848k	↑	£259k
Residential Dementia		389	£554	£11,286k	384	↑	£567	↑	£11,486k	↑	£201k
Nursing		312	£750	£12,284k	295	↑	£781	↑	£13,007k	↑	£723k
Nursing Dementia		62	£804	£2,593k	88	↓	£829	↑	£2,745k	↑	£153k
Respite				£1,562k					£1,754k	↓	£193k
Community based											
~ Direct payments		538	£286	£8,047k	506	↑	£331	↓	£8,494k	↑	£447k
~ Day Care				£1,097k					£1,048k	↓	-£50k
~ Other Care				£4,905k					£4,912k	↓	£7k
~ Homecare arranged		1,516	per hour £16.31	£14,598k	1,421	↓	per hour £16.14	↓	£14,370k	↓	-£229k
~ Live In Care arranged		50		£2,086k	50	↓	£777.33	↑	£2,044k	↓	-£41k
<b>Total Expenditure</b>		<b>3,381</b>		<b>£73,046k</b>	<b>2,694</b>				<b>£74,709k</b>		<b>£1,663k</b>
Residential Income				-£9,274k					-£9,680k	↓	-£406k
Community Income				-£8,896k					-£9,526k	↓	-£630k
Health Income				-£651k					-£974k	↓	-£323k
<b>Total Income</b>				<b>-£18,821k</b>					<b>-£20,180k</b>		<b>-£1,359k</b>

OP/PD Activity and Weekly Cost for Care Home Placements from Apr 2017



**2.5.6** Key activity data to the end of October for **Older People Mental Health (OPMH)** Services is shown below:

For both Older People’s Services and Older People Mental Health:

- Respite care budget is based on clients receiving 6 weeks care per year instead of 52.
- Day Care OP Block places are also used by OPMH clients, therefore there is no day care activity in OPMH

Although this activity data shows current expected and actual payments made through direct payments, this in no way precludes increasing numbers of clients from converting arranged provisions into a direct payment.

OPMH Total	BUDGET			ACTUAL (October 18)				Year End		
Service Type	Expected No. of Service Users 2018/19	Budgeted Average Unit Cost (per week) £	Annual Budget £000	Current Service Users	Difference	Current Average Unit Cost (per week) £	Difference	Forecast Actual £000	Difference	Variance £000
Residential	27	£572	£801k	16	↓	£520	↑	£764k	↑	-£38k
Residential Dementia	26	£554	£740k	24	↓	£620	↑	£705k	↑	-£35k
Nursing	29	£648	£992k	16	↓	£621	↓	£909k	↑	-£83k
Nursing Dementia	84	£832	£3,720k	84	↑	£835	↑	£3,408k	↑	-£312k
Respite			£4k					£21k	↓	£17k
Community based										
~ Direct payments	13	£366	£241k	6	↓	£392	↓	£219k	↓	-£23k
~ Day Care			£4k					£4k	↔	£k
~ Other Care			£44k					£44k	↑	£1k
~ Homecare arranged	50	per hour £16.10	£445k	35	↓	per hour £17.24	↓	£436k	↓	-£9k
~ Live In Care arranged	4		£185k	3	↔	£869.48	↔	£152k	↔	-£33k
<b>Total Expenditure</b>	<b>229</b>		<b>£6,991k</b>	<b>181</b>				<b>£6,661k</b>		<b>-£482k</b>
Residential Income			-£1,049k					-£626k	↓	£423k
Community Income			-£97k					-£391k	↓	-£294k
Health Income			-£281k					-£10k	↔	£271k
<b>Total Income</b>			<b>-£1,427k</b>					<b>-£1,027k</b>		<b>£399k</b>

### **3. BALANCE SHEET**

#### **3.1 Reserves**

A schedule of the planned use of Service reserves can be found in [appendix 5](#).

#### **3.2 Capital Expenditure and Funding**

##### 2018/19 In Year Pressures/Slippage

As at the end of October 2018 the capital programme forecast underspend continues to be zero. The level of slippage has not exceeded the revised Capital Variation budget of £10,469k. A forecast outturn will only be reported once slippage exceeds this level. However in September movements on schemes has occurred totaling £1,198k. The significant changes in schemes are detailed below;

- Isle Primary, Ely: £432k scheme overspend due to unbudgeted cost of soil removal. CCC entered into a cost recovery agreement with the housing developer which obliged CCC to pay for the removal of soil excess on the school site. The consortium have been able to utilise some of the stored soil as part of the housing development but have now advised that the remainder of the spoil needs to be removed and disposed of. As this was excess soil from the school site the obligation rests with CCC to pay for its removal.
- Eastfield/Westfield, St Ives; £330k slippage due to further MS1 planning taking place which has delayed the progress of design work.
- Northstowe Secondary; £1,000k slippage as there has been a delay in site works to allow for planning approval.
- North West Fringe Secondary; £150k slippage as no progress has been made on this scheme.
- Cromwell Community College; £100k slippage as early highways works to the site have been delayed to form a bigger highways element to be undertaken in summer 2019.

A detailed explanation of the position can be found in [appendix 6](#).

### **4. PERFORMANCE**

The detailed Service performance data can be found in [appendix 7](#) along with comments about current concerns.

The performance measures included in this report have been developed in conjunction with the Peoples & Communities management team and link service activity to key Council outcomes. The revised set of measures includes 15 of the previous set and 23 that are new. The measures in this report have been grouped by outcome, then by responsible directorate. The latest available benchmarking information has also been provided in the performance table where it is available. This will be revised and updated as more information becomes available. Work is ongoing with service leads to agree appropriate reporting mechanisms for the new measures included in this report and to identify and set appropriate targets.

A recent workshop held with the Adults & Safeguarding management team resulted in new targets being proposed for some measures, and the replacement of some existing measures with more useful and more illustrative alternatives. The proposed changes are:-

- Set a target of 87% for the “proportion of adult safeguarding enquiries where outcomes were at least partially achieved”. This is in line with the regional average. (Subject to performance in the national release of adult safeguarding data in November 2018.)
- Set a target of 86.3% for the “proportion of people who use services who say that they have made them feel safer”. This target is in line with the national average as given in the recent Adult Social Care Outcomes Framework (ASCOF) data release.
- Remove “proportion of people finishing a reablement episode as independent” and replace it with the national indicator ASCOF 2D which measures the proportion of new clients for whom the outcome of short-term services was not a long-term service. This gives a good indication of the effectiveness of preventative services such as Reablement, and allows for comparison with other local authorities for benchmarking purposes. The proposed target for this measure is the England average of 77.8%
- Remove “Number of Community Action Plans completed in the period” and replace it with “Proportion of requests for support where the outcome was signposting, information or advice only”. This indicator is based on nationally reported data allowing for comparisons against other local authorities. The proposed target is the regional average of 55%.
- Remove “Number of assessments for long-term care completed in period” and replace it with “Number of new people receiving long-term care per 100,000 of population. This indicator is based on nationally reported data allowing for comparisons against other local authorities. It is proposed that the target be set as 408, level with the Eastern region average.
- Set a target of 27% for the “proportion of adults receiving direct payments”. This target is in line with the average for the Eastern region.
- Remove “Proportion of carers receiving direct payments” and replace it with “Proportion of carers who are satisfied with the support or services that they have received from social services in the last 12 months”, which is collected as part of the biennial carer survey. This allows for national comparisons with other local authority groups. It is proposed that the average score of local authorities in Cambridgeshire’s comparator group is used as the target for this measure. The 2018/2019 Carer Survey is currently underway.

#### **Nine indicators are currently showing as RED:**

- **% of children whose referral to social care occurred within 12 months of a previous referral**

Performance in re-referrals to children's social care has gone above target this month and is above average in comparison with statistical neighbours and the England average.

- **Number of children with a Child Protection (CP) Plan per 10,000 children**

During September we saw the numbers of children with a Child Protection plan decrease from 523 to 495.

The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June 2017. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan.

- **The number of Looked After Children per 10,000 children**

At the end of September there were 737 children who were looked after by the Local Authority and of these 82 were unaccompanied asylum seeking children and young

people. Cambridgeshire are supporting 105 care leavers who were previously assessed as being unaccompanied asylum seeking children and 32 adult asylum seekers whose claims have not reached a conclusion. These adults have been waiting between one and three years for a status decision to be made by the Home Office.

Actions being taken include:

- There is currently a review underway of the Threshold to Resources Panel (TARP) which is chaired by the Assistant Director for Children's Services. The panel is designed to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The intention is to streamline a number of District and Countywide Panels to ensure close scrutiny of thresholds and use of resources but also to provide an opportunity for collaborative working across services to improve outcomes for children. It is proposed that the new panel structure will be in place for the implementation of the Change for Children transformation.
- A county wide Legal Tracker is in place which tracks all children subject to the Public Law Outline (pre proceedings), Care Proceedings and children accommodated by the Local Authority with parental agreement. This is having a positive impact on the care planning for Cambridgeshire's most vulnerable children, for example in the identification of wider family members in pre-proceedings where there are concerns that is not safe for children to remain in the care of their parents. In addition a monthly Permanency Tracker Meeting considers all children who are looked after, paying attention to their care plan, ensuring reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering. The multi-agency Unborn Baby Panel operational in the South and North of the County monitors the progress of care planning, supporting timely decision making and permanency planning.
- Monthly Placement Strategy, Finance and Looked After Children Savings Meetings are now operational and attended by representatives across Children's Social Care, Commissioning and Finance. The purpose of these meetings is to provide increased scrutiny on financial commitments for example placements for looked after children, areas of specific concern and to monitor savings targets. This meetings reports into the People and Communities Delivery Board.
- Supporting this activity, officers in Children's Social Care and Commissioning are holding twice weekly placement forum meetings which track and scrutinise individual children's care planning and placements. These meetings, led by Heads of Service have positively impacted on a number of looked after children who have been consequently been able to move to an in house and in county foster care placement, plans have been made to de-escalate resources in a timely way or children have returned to live with their family. In Cambridgeshire we have 74% of our looked after children in foster care as opposed to 78% nationally and 42% of these children are placed with in-house carers as opposed to 58% in external placements.
- **Average monthly number of bed day delays (social care attributable) per 100,000 18+ population**

In August 2018, there were 856 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 1054 delays – a 19% reduction. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles & responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.

Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of ASC bed-day delays.

- **Proportion of Adults with Learning Disabilities in paid employment**

Performance remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 47 service users identified as being in employment yet to have a recorded review in the current year. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)

- **Percentage of EHCP assessments completed within timescale**

There has been a higher number of requests for EHCPs this year, compared to previous years. This has had an impact on the timescales for completing assessments and issuing plans.

In addition the team has experienced high staff turnover and sickness this year both of which have resulted in reduced capacity within the team.

Actions being implemented are:

- 3 new statutory assessment Casework Officers have joined the team and induction and training is underway
- A Crisis management plan is being implemented for Business Support. This includes the recruitment of additional staff to clear backlog and manage the day-to-day demands

- **Percentage of disadvantaged households taking up funded 2 year old childcare places**

Performance decreased by just under 4 percentage points in comparison to the previous figure for the spring 2018 term. The annual figure reported by the DFE is 68% for 2018 which below both the statistical neighbour average and the England average. The previous figure for 2017 was 79%.

The DFE estimate there were 1700 Cambridgeshire two year olds eligible for funded early education in 2018. Of those eligible there were 1140 two year olds taking up the funded early education. 95.6% of these met the economic basis for funding criteria. The remaining 4.4% of two years olds met the criteria on a high-level SEN or disability basis or the looked after or adopted from care basis.

- **Ofsted – Pupils attending special schools that are judged as Good or Outstanding**

Although performance has decreased by 2.6 percentage points since last month there have been no changes to Ofsted ratings and the change in the percentage figure is due to changes in pupil numbers at the special schools at the start of the new school year. There has been an increase of 57 pupils in the five schools rated as good or outstanding and an increase of 33 children in the two schools rated as requiring improvement and this has been enough to change the overall percentage for this indicator.

There are currently 2 schools which received an overall effectiveness grading of requiring improvement and 137 pupils attend these schools in total.

Both the national figure and the statistical neighbour figures have decreased slightly.

## APPENDIX 1 – P&C Service Level Budgetary Control Report

Forecast Outturn Variance (Sep) £'000	Service	Budget 2018/19	Actual Oct 2018	Forecast Outturn Variance	
		£'000	£'000	£'000	%
<b>Adults &amp; Safeguarding Directorate</b>					
-2,212	1 Strategic Management - Adults	7,578	-7,543	-2,486	-33%
-0	Principal Social Worker, Practice and Safeguarding	1,575	844	-0	0%
-71	Autism and Adult Support	925	389	-76	-8%
-150	2 Carers	661	261	-150	-23%
<b><u>Learning Disability Partnership</u></b>					
1,264	3 LD Head of Service	3,614	2,104	1,201	33%
651	3 LD - City, South and East Localities	34,173	20,734	807	2%
477	3 LD - Hunts & Fenland Localities	29,551	17,319	634	2%
449	3 LD - Young Adults	5,782	3,338	322	6%
91	3 In House Provider Services	6,071	3,506	50	1%
-680	3 NHS Contribution to Pooled Budget	-18,387	-9,194	-699	-4%
<b><u>Older People and Physical Disability Services</u></b>					
0	4 Physical Disabilities	11,352	7,563	364	3%
0	4 OP - City & South Locality	19,257	11,496	737	4%
0	4 OP - East Cambs Locality	5,898	3,920	564	10%
0	4 OP - Fenland Locality	8,949	4,776	12	0%
0	4 OP - Hunts Locality	12,457	7,101	-1,260	-10%
0	4 Neighbourhood Cares	855	176	-122	-14%
0	Discharge Planning Teams	1,872	1,373	0	0%
50	Shorter Term Support and Maximising Independence	7,958	5,385	83	1%
<b><u>Mental Health</u></b>					
-30	Mental Health Central	368	437	-90	-24%
0	Adult Mental Health Localities	6,821	3,807	264	4%
0	Older People Mental Health	6,503	3,792	-315	-5%
<b>-161</b>	<b>Adult &amp; Safeguarding Directorate Total</b>	<b>153,831</b>	<b>81,584</b>	<b>-159</b>	<b>0%</b>
<b>Commissioning Directorate</b>					
-0	Strategic Management –Commissioning	879	694	-0	0%
0	Access to Resource & Quality	978	394	-0	0%
-10	Local Assistance Scheme	300	0	-10	-3%
<b><u>Adults Commissioning</u></b>					
369	5 Central Commissioning - Adults	5,635	15,679	333	6%
0	Integrated Community Equipment Service	925	-38	0	0%
8	Mental Health Voluntary Organisations	3,730	2,381	8	0%
<b><u>Childrens Commissioning</u></b>					
3,000	6 Looked After Children Placements	19,813	11,797	3,000	15%
-0	Commissioning Services	2,452	1,193	0	0%
750	7 Home to School Transport – Special	7,871	3,241	1,500	19%
0	8 LAC Transport	1,632	831	300	18%
<b>4,117</b>	<b>Commissioning Directorate Total</b>	<b>44,215</b>	<b>36,172</b>	<b>5,131</b>	<b>12%</b>

Forecast Outturn Variance (Sep) £'000	Service	Budget 2018/19	Actual Oct 2018	Forecast Outturn Variance	
		£'000	£'000	£'000	%
<b>Communities &amp; Safety Directorate</b>					
0	Strategic Management - Communities & Safety	-38	78	0	0%
-50	Youth Offending Service	1,650	880	-50	-3%
0	Central Integrated Youth Support Services	1,334	394	0	0%
0	Safer Communities Partnership	947	611	0	0%
0	Strengthening Communities	521	334	0	0%
0	Adult Learning & Skills	2,660	1,515	0	0%
<b>-50</b>	<b>Communities &amp; Safety Directorate Total</b>	<b>7,074</b>	<b>3,813</b>	<b>-50</b>	<b>-1%</b>
<b>Children &amp; Safeguarding Directorate</b>					
0	Strategic Management – Children & Safeguarding	3,774	2,257	0	0%
0	Partnerships and Quality Assurance	1,988	1,300	0	0%
1,367	<sup>9</sup> Children in Care	14,807	9,881	1,262	9%
0	Integrated Front Door	2,660	1,687	0	0%
0	Children's Centre Strategy	58	176	0	0%
0	Support to Parents	2,870	200	0	0%
248	<sup>10</sup> Adoption Allowances	5,282	3,607	248	5%
0	Legal Proceedings	1,940	1,214	0	0%
<u>District Delivery Service</u>					
0	Safeguarding Hunts and Fenland	4,646	2,812	0	0%
0	Safeguarding East & South Cambs and Cambridge	4,489	2,253	0	0%
0	Early Help District Delivery Service –North	4,817	2,905	0	0%
0	Early Help District Delivery Service – South	4,736	3,022	0	0%
<b>1,615</b>	<b>Children &amp; Safeguarding Directorate Total</b>	<b>52,066</b>	<b>31,312</b>	<b>1,510</b>	<b>3%</b>

Forecast Outturn Variance (Sep) £'000	Service	Budget 2018/19	Actual Oct 2018	Forecast Outturn Variance	
		£'000	£'000	£'000	%
<b>Education Directorate</b>					
-60	11 Strategic Management - Education	3,563	626	-359	-10%
-0	Early Years' Service	1,442	623	-67	-5%
11	Schools Curriculum Service	62	-9	11	18%
60	Schools Intervention Service	1,095	587	77	7%
148	12 Schools Partnership Service	776	672	176	23%
30	Children's' Innovation & Development Service	214	75	39	18%
-40	Teachers' Pensions & Redundancy	2,910	1,418	-30	-1%
<u>SEND Specialist Services (0-25 years)</u>					
0	13 SEND Specialist Services	8,077	5,090	1,051	13%
1,000	14 Funding for Special Schools and Units	16,889	12,122	1,953	12%
0	Children's Disability Service	6,542	4,829	0	0%
1,500	15 High Needs Top Up Funding	13,599	9,866	3,500	26%
518	16 Special Educational Needs Placements	9,973	12,856	518	5%
53	Early Years Specialist Support	381	495	53	14%
291	17 Out of School Tuition	1,519	1,016	291	19%
<u>Infrastructure</u>					
-90	0-19 Organisation & Planning	3,765	3,101	-90	-2%
0	Early Years Policy, Funding & Operations	92	20	0	0%
0	Education Capital	168	4,272	0	0%
0	18 Home to School/College Transport – Mainstream	8,742	4,252	200	2%
<b>3,421</b>	<b>Education Directorate Total</b>	<b>79,809</b>	<b>61,910</b>	<b>7,323</b>	<b>9%</b>
<b>Executive Director</b>					
504	19 Executive Director	833	444	504	61%
-3,413	20 Central Financing	3,504	38	-3,663	-105%
<b>-2,909</b>	<b>Executive Director Total</b>	<b>4,336</b>	<b>482</b>	<b>-3,159</b>	<b>-73%</b>
<b>6,033</b>	<b>Total</b>	<b>341,331</b>	<b>215,274</b>	<b>10,596</b>	<b>3%</b>
<b>Grant Funding</b>					
-3,362	21 Financing DSG	-58,250	-33,979	-6,565	-11%
0	Non Baselined Grants	-39,829	-20,907	0	0%
<b>-3,362</b>	<b>Grant Funding Total</b>	<b>-98,079</b>	<b>-60,517</b>	<b>-6,565</b>	<b>7%</b>
<b>2,671</b>	<b>Net Total</b>	<b>243,251</b>	<b>154,757</b>	<b>4,031</b>	<b>2%</b>

## APPENDIX 2 – Commentary on Forecast Outturn Position

Narrative is given below where there is an adverse/positive variance greater than 2% of annual budget or £100,000 whichever is greater.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>1) Strategic Management – Adults</b>	<b>7,578</b>	<b>-7,543</b>	<b>-2,486</b>	<b>-33%</b>
<p>A number of mitigations have been applied to this budget line to offset care cost pressures across Adult Social Care.</p> <p>The majority of this is the application of grants from central government, specifically elements of the Improved Better Care Fund and Adult Social Care Support grants, which are given for the purpose of meeting demand pressures on the social care system and to put in place measures to mitigate that demand. Parts of this funding is earmarked against pressures from increasing complexity of people that we support and increasing cost of care packages, and additional funding can be applied where other planned spend does not happen. Spending plans for these grants, and variations to them, are agreed through either the Health and Wellbeing Board or General Purposes Committee.</p>				
<b>2) Carers</b>	<b>661</b>	<b>261</b>	<b>-150</b>	<b>-23%</b>
<p>The Carers service is expected to be -£150k underspent at the end of the year. The under spend is due to lower levels of direct payments to carers than was expected over the first half of the year. Uptake of direct payments has continued at 2017/18 levels, reflecting continued good progress to increase direct payments compared to previous years.</p>				
<b>3) Learning Disability Partnership</b>	<b>60,803</b>	<b>37,807</b>	<b>2,315</b>	<b>4%</b>
<p>An overspend of £3,013k is forecast against the Learning Disability Partnership (LDP) at the end of October 18. According to the risk sharing arrangements for the LDP pooled budget, the proportion of the over spend that is attributable to the council is <b>£2,315k</b>, an increase of £63k from September.</p> <p>Total new savings / additional income expectation of £5,329k are budgeted for 18/19. As at the end of September, a £1,332k shortfall is expected against the reassessment saving proposal and from the conversion of residential to supported living care packages. For both savings programmes, the shortfall is as a result of slippage of planned work and a lower level of delivery per case than anticipated.</p> <p>Demand pressures have been higher than expected, despite positive work that has reduced the overall number of people in high-cost out-of-area in-patient placements. New package costs continued to be high in 17/18 due to increased needs identified at reassessment that we had a statutory duty to meet. This, together with a shortfall in delivery of 17/18 savings, has led to a permanent opening pressure in the 18/19 budget above that level expected during business planning, reflected in the overall forecast at the end of October.</p> <p>Where there are opportunities to achieve additional savings that can offset any shortfall from the delivery of existing planned savings these are being pursued. For example, work is ongoing to maximise referrals to the in-house Assistive Technology team as appropriate, in order to increase the number of 'Just Checking' kits that can be issued to help us to identify the most appropriate level of resource for services users at night. £103k of savings are expected to be delivered by reviewing resource allocation as informed by this technology and this additional saving has been reflected in the forecast. Also, negotiations are continuing with CCGs outside of Cambridgeshire, where people are placed out of area and the CCG in that area should be contributing to the cost of meeting health needs.</p> <p>In addition, around £31k of pressure is forecast for the in-house provider units, due to lower than expected vacancy levels in-year. The provider units have managed within reducing budgets for a number of years, and this year they are working towards a 5% saving on their staffing costs. Staffing levels continue to be reviewed by the units in order to ensure staff members are being used as efficiently as possible, but a minimum level of staffing is required in units to ensure safe service delivery and to meet the regulatory standards of the Care Quality Commission.</p>				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>4) Older Peoples and Physical Disabilities Services</b>	<b>58,767</b>	<b>35,032</b>	<b>295</b>	<b>1%</b>
<p>There is an overspend of £294k forecast for year-end across the Older People and Physical Disabilities Service.</p> <p>Physical Disabilities are overspending by £372k mainly due to increasing Direct Payments together with a reduction in recovery of unspent Direct Payment funding.</p> <p>This is offset by a small £78k underspend in the Older People's localities, however this underspend has been reducing steadily during the year, predominantly due to increasing pressure on care home placements (currently £790k overspent), with both service user numbers and average bed costs increasing on a monthly basis. Dom Care is underspending which mitigates the impact, however there are large numbers of service users currently awaiting their care to be set up due to a lack of capacity within the market. Should this position change and capacity become available there would be a significant adverse impact on the forecast.</p>				
<b>5) Central Commissioning – Adults</b>	<b>5,635</b>	<b>15,679</b>	<b>333</b>	<b>6%</b>
<p>An overspend of £333 is forecast for Central Commissioning – Adults, due to the slower than expected delivery of a major piece of work to transform the Council's Housing Related Support contracts. It is still expected that this piece of work will be completed and deliver in full, but that this will be phased over a longer time-period due to the large number of contracts and the amount of redesigning of services that will be needed rather than simply re-negotiating contract costs. This is partially offset by savings made through recommissioning other contracts, particularly the rationalisation of block domiciliary care car rounds from the start of 18/19, and mitigations will need to be found until the delivery of the above saving is achieved in full.</p>				
<b>6) Looked After Children Placements</b>	<b>19,813</b>	<b>11,797</b>	<b>3,000</b>	<b>15%</b>
<p>LAC Placements budget continues to forecast an overspend of £3m this month. A combination of the expected demand pressures on this budget during 18/19, over and above those forecast and budgeted for, along with the part delivery of the £1.5m saving target in 18/19 and the underlying pressure brought forward from 17/18, results in a forecast overspend of £3m. This position continues to be closely monitored throughout the year, with subsequent forecasts updated to reflect any change in this position.</p> <p>The budgeted position in terms of the placement mix is proving testing, in particular pressures within the external fostering line showing a +98 position. Given an average c. £800 per week placement costs, this presents a c. £80k weekly pressure. The foster placement capacity both in house and externally is overwhelmed by demand both locally and nationally. The real danger going forward is that the absence of appropriate fostering provision by default, leads to children and young people's care plans needing to change to residential services provision.</p> <p>Overall LAC numbers at the end of October 2018, including placements with in-house foster carers, residential homes and kinship, were 736, 1 less than at the end of September. This includes 82 unaccompanied asylum seeking children (UASC). External placement numbers (excluding UASC but including 16+ and supported accommodation) at the end of October were 378, 5 more than at the end of September.</p>				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%

### Looked After Children Placements continued

External Placements Client Group	Budgeted Packages	30 Sep 2018 Packages	31 Oct 2018 Packages	Variance from Budget
Residential Disability – Children	1	2	2	+1
Child Homes – Secure Accommodation	0	1	0	0
Child Homes – Educational	16	19	18	+2
Child Homes – General	39	37	33	-6
Independent Fostering	199	285	297	+98
Supported Accommodation	31	22	23	-8
Supported Living 16+	8	7	5	-3
<b>TOTAL</b>	<b>294</b>	<b>373</b>	<b>378</b>	<b>+84</b>

'Budgeted Packages' are the expected number of placements by Mar-19, once the work associated to the saving proposals has been undertaken and has made an impact.

Mitigating factors to limit the final overspend position include:

- Reconstitution of panels to ensure greater scrutiny and supportive challenge.
- Monthly commissioning intentions (sufficiency strategy work-streams), budget and savings reconciliation meetings attended by senior managers accountable for each area of spend/practice. Enabling directed focus on emerging trends and appropriate responses, ensuring that each of the commissioning intentions are delivering as per work-stream and associated accountable officer. Production of datasets to support financial forecasting (in-house provider services and Access to Resources).
- Investment in children's social care commissioning to support the development of robust commissioning pseudo-dynamic purchasing systems for external spend (*to be approved*). These commissioning models coupled with resource investment will enable more transparent competition amongst providers bidding for individual care packages, and therefore support the best value offer through competition driving down costs.
- Provider meetings scheduled through the Children's Placement Service (Access to Resources) to support the negotiation of packages at or post placement. Working with the Contracts Manager to ensure all placements are funded at the appropriate levels of need and cost.
- Regular Permanence Tracking meetings (per locality attended by Access to Resources) chaired by the Independent Reviewing Service Manager to ensure no drift in care planning decisions, and support the identification of foster carers suitable for SGO/permanence arrangements. These meetings will also consider children in externally funded placements, ensuring that the authority is maximizing opportunities for discounts (length of stay/siblings), volume and recognising potential lower cost options in line with each child's care plan.
- Additional investment in the recruitment and retention of the in-house fostering service to increase the number of fostering households over a three year period.
- Recalculation of the Unaccompanied Asylum Seeking Children (UASC) Transfer Scheme allotment (0.07% of the 0-18 year old population to 0.06% - the aim that this will create greater capacity within the local market in the long term).
- Access to the Staying Close, Staying Connected Department for Education (DfE) initiative being piloted by a local charity offering 16-18 year old LAC the opportunity to step-down from residential provision, to supported community based provision in what will transfer to their own tenancy post 18.
- Greater focus on those LAC for whom permanency or rehabilitation home is the plan, to ensure timely care episodes and managed exits from care.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>7) Home to School Transport – Special</b>	<b>7,871</b>	<b>3,241</b>	<b>1,500</b>	<b>19%</b>
<p>Home to School Transport – Special is reporting an anticipated £1.5m overspend for 2018/19. This is largely due to a 20% increase in pupils attending special schools between September 2017 and September 2018 and a 13% increase in pupils with Education Health Care Plans (EHCPs) over the same period, linked to an increase in complexity of need. This has meant that more individual transport with a passenger assistant to support the child/young person is needed. Further, there is now a statutory obligation to provide post-19 transport putting further pressure on the budget.</p> <p>The forecast has increased by £750k since last month. This is due to greater clarity around commitment now that the majority of routes for the 2018/19 academic year have been agreed, as well as the sheer growth in SEND pupil numbers for the new academic year.</p> <p>Actions being taken to mitigate the position include</p> <ul style="list-style-type: none"> <li>• A review of processes in the Social Education Transport and SEND teams with a view to reducing costs</li> <li>• A strengthened governance system around requests for costly exceptional transport requests</li> <li>• A change to the process around Personal Transport Budgets to ensure they are offered only when they are the most cost-effective option alongside the promotion of the availability of this option with parents/carers to increase take-up</li> <li>• Implementation of an Independent Travel Training programme to allow more students to travel to school and college independently.</li> </ul> <p>Some of these actions will not result in an immediate reduction in expenditure, but will help to reduce costs over the medium term.</p>				
<b>8) LAC Transport</b>	<b>1,632</b>	<b>831</b>	<b>300</b>	<b>18%</b>
<p>LAC Transport is reporting an anticipated £300k overspend for 2018/19. The overall increase in Looked after Children has meant that more children are requiring Home to School Transport. Many of these children are placed out of county and/or at a significant distance away from their schools leading to high transport costs.</p> <p>Actions being undertaken to address these pressures:</p> <ul style="list-style-type: none"> <li>• Case-by-case reviews of the most expensive transport arrangements for Looked After Children, particularly targeting reductions in high-cost single occupancy taxi journeys and encouraging more children to walk shorter journeys.</li> <li>• Route reviews to identify opportunities for shared vehicles, routes and providers, including across different client groups e.g. mainstream, SEND, or Adult transport, reducing any duplication and opportunities for better use of volunteer drivers.</li> <li>• Further activity to ensure the Council's policies around transport provision are implemented fully across the board, with joined-up decisions across social care and transport.</li> <li>• Additional capacity has been secured through the Transformation programme to provide the necessary dedicated focus for this work.</li> </ul>				
<b>9) Children in Care</b>	<b>14,807</b>	<b>9,881</b>	<b>1,262</b>	<b>9%</b>
<p>The Children in Care budget is forecasting a £1.262m over spend. This is a reduction of £105k since September due to re-negotiation of accommodation fees which has offset the volume and previous high cost accommodation as noted below.</p> <p>The UASC U18 budget is currently forecasting a £300k overspend</p> <p>There has been a significant increase in numbers of unaccompanied children and young people over the last 10 weeks (26 spontaneous arrivals in Cambridgeshire and 2 via the National Transfer Scheme). As of the 29 October 2018 there were 87 under 18 year old UASC (82 end Sept 2018). Support is available via an estimated £2.5m Home Office grant but this does not fully cover the expenditure. Semi-independent accommodation for this age range has traditionally been possible to almost manage within</p>				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>Children in Care continued</b>				
<p>the grant costs but the majority of the recent arrivals have been placed in high cost placements due to the unavailability of lower cost accommodation.</p> <p>The UASC Leaving Care budget is forecasting a £426k overspend. Support is available via an estimated £525k Home Office grant but this does not fully cover the expenditure. We are currently supporting 103 UASC care leavers of which 32 young people have been awaiting a decision from the Home Office on their asylum status for between 1 and three years. The £536k overspend is partially offset by £50k from the migration fund and £60k from the 14-25 team budget.</p> <p><u>Actions being taken:</u></p> <p>The team proactively support care leavers in claiming their benefit entitlements and other required documentation and continue to review all high cost placements in conjunction with commissioning colleagues but are restricted by the amount of lower cost accommodation available.</p> <p>The Staying Put budget is currently forecasting a £261k overspend.</p> <p>This is a result of the increasing number of staying put arrangements agreed for Cambridgeshire children placed in external placements, the cost of which is not covered by the DFE grant. We currently support 13 in-house placements and 13 independent placements and the DCLG grant of £171k does not cover the full cost of the placements. Staying put arrangements are beneficial for young people, because they are able to remain with their former foster carers while they continue to transition into adulthood. Outcomes are much better as young people remain in the nurturing family home within which they have grown up and only leave they are more mature and better prepared to do so.</p> <p>The fostering service will be undertaking a systematic review of all staying put costs for young people in external placements to ensure that financial packages of support are needs led and compliant with CCC policy.</p> <p>The Supervised Contact budget is forecasting an over spend of £275k.</p> <p>This is due to the use of additional relief staff and external agencies required to cover the current 225 (end Oct 2018) Supervised Contact Cases (216 end Sept) which equate to 556 (467 end Sep) supervised contact sessions a month. 337 (327 end Sep) children are currently open to the service. An exercise is underway reviewing the structure of Children's Services. This will focus on creating capacity to meet additional demand.</p>				
<b>10) Adoption</b>	<b>5,282</b>	<b>3,607</b>	<b>248</b>	<b>5%</b>
<p>The Adoption Allowances budget is forecasting a £248k over spend.</p> <p>In 2018/19 we are forecasting additional demand on our need for adoptive placements. We have re-negotiated our contract with Coram Cambridgeshire Adoption (CCA) based on an equal share of the extra costs needed to cover those additional placements. The increase in Adoption placements is a reflection of the good practice in making permanency plans for children outside of the looked after system and results in reduced costs in the placement budgets.</p>				
<b>11) Strategic Management – Education</b>	<b>3,563</b>	<b>626</b>	<b>-359</b>	<b>-10%</b>
<p>Mitigations of 359k have been found across the Education Directorate. £273k of this is due to a review of ongoing commitments and using one-off sources of funding to offset pressures emerging across the directorate.</p> <p>The remaining £85k is an over-recovery on vacancy savings due to holding recruitment on a number of vacant management posts while a review of the overall Education structure is undertaken in conjunction with Peterborough.</p>				

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>12) Schools Partnership Service</b>	<b>776</b>	<b>672</b>	<b>176</b>	<b>23%</b>

Schools Forum took the decision to discontinue the de-delegation for the Cambridgeshire Race Equality & Diversity Service (CREDS) from 1<sup>st</sup> April 2018, resulting in service closure. The closure timescales have led to a period of time where the service is running without any direct funding and a resulting pressure of £176k. This will be a pressure in 2018/19 only, and mitigating underspends elsewhere in the Education directorate will be sought.

<b>13) SEND Specialist Services</b>	<b>50,056</b>	<b>40,951</b>	<b>7,313</b>	<b>15%</b>
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### **SEND Specialist Services (0-25 year)**

The SEND service is forecasting a £7.4m overspend in 2018/19. £6.6m of this pressure is Dedicated Schools Grant expenditure which will be managed within the overall DSG resources and carried forward as a deficit balance into 2019/20. £800k of this is a base budget pressure on the Council's bottom line. We saw a net increase of 500 Education, Health and Care Plans (EHCPs) over the course of the 2017/18 academic year (13%) and have been averaging an additional 9 EHCPs a week during September and October 2018. This increase in numbers, as well as an increase in complexity of need, has caused pressures across all elements of the SEN budget:

#### **High Needs Top Up Funding - £3.5m DSG overspend**

As well as the overall increases in EHCP numbers creating a pressure on the Top-Up budget, the number of young people with EHCPs in Post-16 Further Education is continuing to increase significantly as a result of the provisions laid out in the 2014 Children and Families Act. This element of provision is causing the majority of the forecast overspend on the High Needs Top-Up budget.

#### **Funding to Special Schools and Units - £2m DSG overspend**

As the number of children and young people with an EHCP increase, along with the complexity of need, we see additional demand for places at Special Schools and High Needs Units. The extent of this is such that a significant number of spot places have been agreed and the majority of our Special Schools are now full.

#### **SEN Placements - £0.5m DSG overspend**

The SEN Placements budget continues to forecast an overspend of £0.5m at the end of October. This is due to a combination of factors, including:

- Placement of one young person in out of county school needing residential provision, where there is appropriate educational provision to meet needs.
- Placement of a young person in out of county provision as outcome of SENDIST appeal.
- We are currently experiencing an unprecedented increase in requests for specialist SEMH (social, emotional and mental health) provision. Our local provision is now full, which is adding an additional demand to the high needs block.

The first of these pressures highlights the problem that the Local Authority faces in accessing appropriate residential provision for some children and young people with SEN. Overall there are rising numbers of children and young people who are LAC, have an EHCP and have been placed in a 52 week placement. These are cases where the child cannot remain living at home. Where there are concerns about the local schools meeting their educational needs, the SEN Placement budget has to fund the educational element of the 52 week residential placement; often these are residential schools given the level of learning disability of the young children, which are generally more expensive.

In addition, there are six young people not able to be placed in county due to lack of places in SEMH provision. Some of these young people will receive out of school tuition package whilst waiting for a suitable mainstream school placement, with support. Others have needs that will not be able to be met by mainstream school, and if no specialist places are available in county, their needs will have to be met by independent/out county placements.

### **Out of School Tuition - £0.3m DSG overspend**

The overspend is due to a combination of a higher number of children remaining on their existing packages and a higher number of children accessing new packages, due to a breakdown of placement, than the budget can accommodate.

There has been an increase in the number of children with an Education Health and Care Plan (EHCP) who are awaiting a permanent school placement, with many of those placements unable to commence until September 2018.

Several key themes have emerged throughout the last year, which have had an impact on the need for children to receive a package of education, sometimes for prolonged periods of time:

- Casework officers were not always made aware that a child's placement was at risk of breakdown until emergency annual review was called.
- Casework officers did not have sufficient access to SEND District Team staff to prevent the breakdown of an education placement in the same way as in place for children without an EHCP.
- There were insufficient specialist placements for children whose needs could not be met in mainstream school.
- There was often a prolonged period of time where a new school was being sought, but where schools put forward a case to refuse admission.
- In some cases of extended periods of tuition, parental preference was for tuition rather than in-school admission.

It has also emerged that casework officers do not currently have sufficient capacity to fulfil enough of a lead professional role which seeks to support children to return to mainstream or specialist settings.

### **SEND Specialist Services - £1.05m overspend, £0.25m DSG £0.8m base budget**

SEND Specialist Services is reporting a £1.2m pressure. This is made up of

- Educational Psychologists – Educational Psychologists have a statutory role in signing off EHCPs. Increasing demand for EHCPs, along with recruitment issues meaning that costly locum staff are being used, creating a pressure on the budget.
- Access & Inclusion – there has been an increase in the number pupils without EHCPs being excluded leading to Out of School tuition being required. This has led to a pressure on the Access & Inclusion budget.
- Under-recovery on income generation – increased demand across the service has reduced the capacity of staff to leading to an under-recovery on income generation.

### **Mitigating Actions:**

In order to mitigate these pressures the following actions are being taken:

- A focus on financial control including a detailed analysis of high cost expenditure to assess whether the current level support is required and, if so, whether the support could be provided in a more cost-effective manner
- An overall review of SEND need across Cambridgeshire, the available provision, and the likely need in future years. This work will inform decision around the development of new provision to ensure that more need can be met in an appropriate manner in county, reducing the number of children and young people who are placed in high-cost, independent or Out of County provision. This will include working with FE providers to ensure appropriate post-16 provision is available.
- Proposal to create an in-house "bank" of teachers, tutors, teaching assistants or specialist practitioners and care workers in order to achieve a cost of providing out of school tuition
- Move to a dynamic-purchasing system for SEN Placements and Out of School Tuition to provide a wider, more competitive market place, reducing unit costs
- Enhance the preventative work of the Statutory Assessment Team by expanding the SEND District Team, so that support can be deployed for children with an EHCP, where currently the offer is minimal and more difficult to access;
- Creation of an outreach team from the Pilgrim PRU to aid quicker transition from tuition or inpatient care, back into school; and
- Review of existing tuition packages to gain a deeper understanding of why pupils are on tuition packages and how they can be moved back into formal education.
- A review of the Educational Psychologist offer, including a focus on recruiting permanent staff to mitigate the high locum costs.

Service	Budget 2018/19	Actual	Forecast Outturn Variance	
	£'000	£'000	£'000	%
<b>14) Home to School / College Transport – Mainstream</b>	<b>8,742</b>	<b>4,252</b>	<b>200</b>	<b>2%</b>
<p>Home to School Transport – Mainstream is reporting an anticipated £200k overspend for 2018/19. While savings were achieved as part of the annual tender process we have seen significantly higher costs being quoted for routes in some areas of the county than in previous years, which has challenged both our ability to make savings, as well as increasing the cost of any routes which need to be tendered during the course of the year. Where routes are procured at particularly high rates these are agreed on a short-term basis only with a view to reviewing and retendering at a later date in order to reduce spend where possible.</p> <p>There have also been pressures due to a higher than usual number of in-year admissions requests where the local school is full. These situations require us to provide transport to schools further away, outside statutory walking distance. The effect on the Transport budget is taken into account when pupils are placed in-year which is resulting in a smaller pressure on the budget than would otherwise be the case.</p>				
<b>15) Executive Director</b>	<b>833</b>	<b>444</b>	<b>504</b>	<b>61%</b>
<p>The Executive Director Budget is currently forecasting an overspend of £504k. This is mainly due to costs of the Mosaic project that were previously capitalised being moved to revenue.</p> <p>Changes in Children's Services, agreed at the Children's and Young People's committee, have led to a change in approach for the IT system for Children's Services. At its meeting on 29th May General Purposes Committee supported a recommendation to procure a new Children's IT System that could be aligned with Peterborough City Council. A consequence of this decision is that the Mosaic system will no longer be rolled out for Children's Services. Therefore £504k of costs for Mosaic, which were formerly charged to capital, will be a revenue pressure in 2018/19.</p>				
<b>16) Central Financing</b>	<b>3,504</b>	<b>38</b>	<b>-3,663</b>	<b>-105%</b>
<p>The underspend within the Central Financing policy line reflects the allocation of the £3.413m smoothing fund reserve to support Children's Services pressures, as recommended by CYP Committee and approved by General Purposes Committee. In addition, unused accruals within A&amp;S have contributed a further £250k to the underspend.</p>				
<b>17) Financing DSG</b>	<b>-58,250</b>	<b>-33,979</b>	<b>-6,565</b>	<b>-11%</b>
<p>Within P&amp;C, spend of £58.3m is funded by the ring fenced Dedicated Schools Grant. A contribution of £6.57m has been applied to fund pressures on a number of High Needs budgets including High Needs Top Up Funding (£3.50m), Funding to Special Schools and Units (£2.20m), SEN Placements (£0.52m) and Out of School Tuition (£0.29m). For this financial year the intention is to manage within overall available DSG resources.</p>				

### APPENDIX 3 – Grant Income Analysis

The table below outlines the additional grant income, which is not built into base budgets.

Grant	Awarding Body	Expected Amount £'000
<b>Grants as per Business Plan</b>		
Public Health	Department of Health	293
Better Care Fund	Cambs & P'Boro CCG	26,075
Social Care in Prisons Grant	DCLG	318
Unaccompanied Asylum Seekers	Home Office	2,994
Staying Put	DfE	171
Youth Offending Good Practice Grant	Youth Justice Board	531
Crime and Disorder Reduction Grant	Police & Crime Commissioner	127
Troubled Families	DCLG	2,031
Children's Social Care Innovation Grant (MST innovation grant)	DfE	313
Opportunity Area	DfE	3,400
Opportunity Area - Essential Life Skills	DfE	978
Adult Skills Grant	Skills Funding Agency	2,123
AL&S National Careers Service Grant	European Social Fund	335
Non-material grants (+/- £160k)	Various	142
<b>Total Non Baselined Grants 2018/19</b>		<b>39,829</b>

Financing DSG	Education Funding Agency	58,250
<b>Total Grant Funding 2018/19</b>		<b>98,079</b>

The non-baselined grants are spread across the P&C directorates as follows:

Directorate	Grant Total £'000
Adults & Safeguarding	26,513
Children & Safeguarding	5,578
Education	3,422
Community & Safety	4,215
<b>TOTAL</b>	<b>39,829</b>

## APPENDIX 4 – Virements and Budget Reconciliation

### Virements between P&C and other service blocks:

	Eff. Period	£'000	Notes
<b>Budget as per Business Plan</b>		<b>239,124</b>	
Strategic Management – Education	Apr	134	Transfer of Traded Services ICT SLA budget to Director of Education from C&I
Childrens' Innovation & Development Service	Apr	71	Transfer of Traded Services Management costs/recharges from C&I
Strategic Management – Adults	June	-70	Transfer Savings to Organisational Structure Review, Corporate Services
Strategic Management – C&S	June	295	Funding from General Reserves for Children's services reduced grant income expectation as approved by GPC
Children in Care	June	390	Funding from General Reserves for New Duties – Leaving Care as approved by GPC
Strengthening Communities	Aug	2	Transfer of Community Resilience Development Team from Planning & Economy
Strategic Management – Commissioning	Sept	-95	Transfer of Advocacy budget to Corporate
Central Financing	Sept	3,413	Financing Items, Use of Smoothing Fund Reserve as per GPC
Children's Centres Strategy	Oct	-12	Transfer of Bookstart contribution to Planning & Economy
<b>Budget 2018/19</b>		<b>243,251</b>	

## APPENDIX 5 – Reserve Schedule as at Close 2017/18

(Update for 2018/19 will be available for the Nov 18 F&PR)

Fund Description	Balance at 1 April 2017	2017/18		Year End 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
		£'000	£'000		
<b>General Reserve</b>					
P&C carry-forward	540	-7,493	-6,953	-6,953	Overspend £6,953k applied against General Fund.
<b>subtotal</b>	<b>540</b>	<b>-7,493</b>	<b>-6,953</b>	<b>-6,953</b>	
<b>Equipment Reserves</b>					
IT for Looked After Children	133	-69	64	64	Replacement reserve for IT for Looked After Children (2 years remaining at current rate of spend).
<b>subtotal</b>	<b>133</b>	<b>-69</b>	<b>64</b>	<b>64</b>	
<b>Other Earmarked Reserves</b>					
<b>Adults &amp; Safeguarding</b>					
Homecare Development	22	-22	0	0	Managerial post worked on proposals that emerged from the Home Care Summit - e.g. commissioning by outcomes work.
Falls prevention	44	-44	0	0	Up scaled the falls prevention programme with Forever Active
Dementia Co-ordinator	13	-13	0	0	Used to joint fund dementia co-ordinator post with Public Health
Mindful / Resilient Together	188	-133	55	55	Programme of community mental health resilience work (spend over 3 years)
Increasing client contributions and the frequency of Financial Re-assessments	14	-14	0	0	Hired fixed term financial assessment officers to increase client contributions as per BP
Brokerage function - extending to domiciliary care	35	-35	0	0	Trialled homecare care purchasing co-ordinator post located in Fenland
Hunts Mental Health	200	0	200	200	Provision made in respect of a dispute with another County Council regarding a high cost, backdated package
<b>Commissioning</b>					
Capacity in Adults procurement & contract management	143	-143	0	0	Continuing to support route rationalisation for domiciliary care rounds
Specialist Capacity: home care transformation / and extending affordable care home capacity	25	-25	0	0	External specialist support to help the analysis and decision making requirements of these projects and tender processes
Home to School Transport Equalisation reserve	-240	296	56	56	A £296k contribution has been made back to reserves to account for 2017/18 having fewer schools days where pupil require transporting
Reduce the cost of home to school transport (Independent travel training)	60	0	60	60	Programme of Independent Travel Training to reduce reliance on individual taxis
Prevent children and young people becoming Looked After	25	-25	0	0	Re-tendering of Supporting People contracts (ART)

Fund Description	Balance at 1 April 2017	2017/18		Year End 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
Disabled Facilities	44	-6	38	38	Funding for grants for disabled children for adaptations to family homes.
<b>Community &amp; Safety</b>					
Youth Offending Team (YOT) Remand (Equalisation Reserve)	150	-90	60	60	Equalisation reserve for remand costs for young people in custody in Youth Offending Institutions and other secure accommodation.
<b>Children &amp; Safeguarding</b>					
Child Sexual Exploitation (CSE) Service	250	-250	0	0	The funding was required for a dedicated Missing and Exploitation (MET) Unit and due to a delay in the service being delivered this went back to GPC to obtain approval, as originally the Child Sexual Exploitation service was going to be commissioned out but now this was bought in house within the Integrated Front Door and this funding was required in 2017/18 to support this function (1 x Consultant Social Worker & 4 x MET Hub Support Workers).
<b>Education</b>					
Cambridgeshire Culture/Art Collection	47	106	153	153	Providing cultural experiences for children and young people in Cambs - fund increased in-year due to sale of art collection
ESLAC Support for children on edge of care	36	-36	0	0	Funding for 2 year post re CIN
<b>Cross Service</b>					
Develop 'traded' services	30	-30	0	0	£30k was for Early Years and Childcare Provider Staff Development
Improve the recruitment and retention of Social Workers (these bids are cross-cutting for adults, older people and children and young people)	78	-78	0	0	This funded 3 staff focused on recruitment and retention of social work staff
Reduce the cost of placements for Looked After Children	110	-110	0	0	Used for repairs & refurb to council properties: £5k Linton; £25k March; £20k Norwich Rd; £10k Russell St; Alterations: £50k Havilland Way Supported the implementation of the in-house fostering action plan: £74k
Other Reserves (<£50k)	149	-57	92	92	Other small scale reserves.
<b>subtotal</b>	<b>1,423</b>	<b>-709</b>	<b>714</b>	<b>714</b>	
<b>TOTAL REVENUE RESERVE</b>	<b>2,096</b>	<b>-8,271</b>	<b>-6,175</b>	<b>-6,175</b>	

Fund Description	Balance at 1 April 2017	2017/18		Year End 2017/18	Notes
		Movements in 2017/18	Balance at Close 17/18		
	£'000	£'000	£'000	£'000	
<b><u>Capital Reserves</u></b>					
Devolved Formula Capital	780	980	1,760	717	Devolved Formula Capital Grant is a three year rolling program managed by Cambridgeshire Schools.
Basic Need	0	32,671	32,671	0	The Basic Need allocation received in 2017/18 is fully committed against the approved capital plan.
Capital Maintenance	0	4,476	4,476	0	The School Condition allocation received in 2017/18 is fully committed against the approved capital plan.
Other Children Capital Reserves	1,448	1,777	3,225	5	£5k Universal Infant Free School Meal Grant c/fwd.
Other Adult Capital Reserves	379	3,809	4,188	56	Adult Social Care Grant to fund 2017/18 capital programme spend.
<b>TOTAL CAPITAL RESERVE</b>	<b>2,607</b>	<b>43,713</b>	<b>46,320</b>	<b>778</b>	

(+) positive figures represent surplus funds.  
(-) negative figures represent deficit funds.

## APPENDIX 6 – Capital Expenditure and Funding

### 6.1 Capital Expenditure

2018/19					TOTAL SCHEME	
Original 2018/19 Budget as per BP £'000	Scheme	Revised Budget for 2018/19 £'000	Actual Spend (Oct 18) £'000	Forecast Outturn (Oct 18) £'000	Total Scheme Revised Budget £'000	Total Scheme Forecast Variance £'000
	<b>Schools</b>					
44,866	Basic Need – Primary	34,189	21,164	33,049	309,849	7,278
35,502	Basic Need - Secondary	36,939	12,203	29,032	274,319	0
1,222	Basic Need - Early Years	1,488	0	1,488	6,126	0
2,400	Adaptations	2,381	1,732	2,560	7,329	0
3,476	Specialist Provision	486	-8	516	26,631	6,870
2,500	Condition & Maintenance	2,500	4,101	2,500	9,927	-123
1,005	Schools Managed Capital	1,599	19	1,599	25,500	0
100	Site Acquisition and Development	100	202	100	200	0
1,500	Temporary Accommodation	1,500	823	1,500	13,000	0
295	Children Support Services	370	6	415	2,850	75
5,565	Adult Social Care	5,565	5,491	5,565	43,241	0
-12,120	Capital Variation	-10,469	0	-1,676	-58,337	1,651
1,509	Capitalised Interest	1,509	0	1,509	8,798	0
<b>87,820</b>	<b>Total P&amp;C Capital Spending</b>	<b>78,157</b>	<b>45,733</b>	<b>78,157</b>	<b>669,433</b>	<b>15,751</b>

#### Basic Need - Primary £7,328k increase in scheme cost

A total scheme variance of £7,328k has occurred due to changes since the Business Plan was approved in response to adjustments to development timescales and updated school capacity information. The following schemes require the cost increases to be approved by GPC for 2018/19;

- St Ives, Eastfield / Westfield / Wheatfields; £7,000k overall scheme increase of which £300k will materialise in 2018/19. The scope of the project has changed to amalgamate Eastfield infant & Westfield junior school into a new all through primary.
- St Neots, Wintringham Park; £5,150k increase in total scheme cost. £3,283k will materialise in 2018/19. Increased scope to build a 3FE Primary and associated Early Years, Offset by the deletion of the St Neots Eastern Expansion scheme.
- Wing Development; £400k additional costs in 2018/19. New school required as a result of new development. Total scheme cost £10,200k, it is anticipated this scheme will be funded by both the EFA as an approved free school and S106 funding.
- Bassingbourn Primary School; £3,150k new scheme to increase capacity to fulfil demand required from returned armed forces families. £70k expected spend in 2018/19.

The following scheme has reduced in cost since business plan approval.

- St Neots – Eastern expansion; £4,829k reduction. Only requirement is spend on a temporary solution at Roundhouse Primary. Wintringham Park scheme will be progressed to provide places.

#### Basic Need - Primary £1,140k slippage

The following Basic Need Primary schemes have experienced slippage in 2018/19 as follows;

- Waterbeach Primary scheme has experienced slippage of £631k due to start on site now being January 2019, a one month delay. The contract length has also increase from 13 to 15 months.

- North West Cambridge (NIAB) scheme has incurred accelerated spend of £100k to undertake initial ground works within the planning permission timescales.
- Wyton Primary has experienced £149k slippage due to slighter slower progress than originally expected.
- St Neots – Eastern expansion has experienced £35k slippage as a proportion of costs will not due until 2019/20 financial year.
- Ermine Street Primary has experienced £140k slippage due to revised phasing of the scheme.
- Littleport 3<sup>rd</sup> Primary has experienced £180k slippage as the scheme is now not required until September 2021.
- Sawtry Infant School £230k and Sawtry Junior school £40k due to the revised start on site dates of 18<sup>th</sup> March 2019 with completion to remain at September 2020.

The slippage above has been offset by accelerated expenditure incurred on Meldreth, Fulbourn, Sawtry Infants and Bassingbourn where progress is ahead of originally plan.

Isle Primary, Ely has experienced £432k overspend on the total project budget due to additional cost of soil removal. This cost was approved by corporate property colleagues, but was not budgeted within the original scope of works.

### **Basic Need - Secondary £7,907k slippage**

The following Basic Need Secondary schemes have experienced slippage in 2018/19 as follows;

- Northstowe Secondary & Special has experienced £5,700k slippage in 2018/19 due to a requirement for piling foundations on the site, which will lead to an increase in scheme cost and also extend the build time, also enabling works are only being completed for the SEN provision and part of the Secondary school in 2018/19, this is not what was initialled planned.
- Alconbury Weald Secondary & Special has to date forecasting £200k slippage as currently there is no agreed site for the construction. Scheme expected to be delivered for September 2022.
- Cambourne Village College is not starting on site until February 2019 for a September 2019 completion the impact being £1,932k slippage.
- North West Fringe School; £150k slipped as the scheme has not yet progressed.
- Cromwell Community College has experienced £100k slippage in October 2018 as early highways works to the site have been delayed to form a bigger highways element to be undertaken in summer 2019.

### **Specialist Provision £6,870k increase in scheme cost**

Highfields Special School has experienced £250k additional cost in 2018/19. New scheme to extend accommodation for the current capacity and create teaching space for extended age range to 25 total cost £6,870k

### **Adaptations £179k accelerated spend**

Morley Memorial Scheme is experiencing accelerated spend as works is progressing slightly ahead of the original planned timescales.

### **Devolved Formula Capital**

The revised budget for Devolved Formula capital has reduced by £123k due to government confirming the funding for 2018/19 allocations.

**Children's Minor Works and Adaptions £75k increased scheme costs. £45k 2018/19 overspend.**

Additional budget to undertake works to facilitate the Whittlesey Children's Centre move to Scaldgate Community Centre. There has also been further increase in the cost of the Scaldgate scheme resulting in an estimated £45k overspend in 2018/19.

**P&C Capital Variation**

The Capital Programme Board recommended that services include a variation budget to account for likely slippage in the capital programme, as it is sometimes difficult to allocate this to individual schemes in advance. As forecast underspends start to be reported, these are offset with a forecast outturn for the variation budget, leading to a balanced outturn overall up until the point where slippage exceeds this budget. The allocation for P&C's negative budget adjustments has been calculated as follows, shown against the slippage forecast to date:

2018/19					
Service	Capital Programme Variations Budget £000	Forecast Outturn Variance (Oct 18) £000	Capital Programme Variations Budget Used £000	Capital Programme Variations Budget Used %	Revised Outturn Variance (Oct 18) £000
P&C	-10,469	8,793	8,793	84.0	-1,676
<b>Total Spending</b>	<b>-10,469</b>	<b>8,793</b>	<b>8,793</b>	<b>84.0</b>	<b>-1,676</b>

**6.2 Capital Funding**

2018/19				
Original 2018/19 Funding Allocation as per BP £'000	Source of Funding	Revised Funding for 2018/19 £'000	Forecast Funding Outturn (Oct 18) £'000	Forecast Funding Variance - Outturn (Oct 18) £'000
24,919	Basic Need	24,919	24,919	0
4,043	Capital maintenance	4,202	4,202	0
1,005	Devolved Formula Capital	1,599	1,599	0
4,115	Adult specific Grants	4,171	4,171	0
5,944	S106 contributions	6,324	6,324	0
833	Other Specific Grants	833	833	0
1,982	Other Capital Contributions	1,982	1,982	0
47,733	Prudential Borrowing	36,881	36,881	0
-2,754	Prudential Borrowing (Repayable)	-2,754	-2,754	0
<b>87,820</b>	<b>Total Funding</b>	<b>78,157</b>	<b>78,157</b>	<b>0</b>

## APPENDIX 7 – Performance at end of September 2018

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% of adult safeguarding enquiries where outcomes were at least partially achieved	Adults & Safeguarding	73.0%	n/a	95.0%	2017/2018	↑	No target	n/a	n/a	Performance is improving as the 'Making Safeguarding Personal' agenda become imbedded in practice
% of people who use services who say that they have made them feel safer	Adults & Safeguarding	84.8%	n/a	83.2%	2017/2018	↓	No target	n/a	n/a	Performance has fallen since last year's survey, however the change is not considered statistically significant based on the survey methodology used.
Rate of referrals per 10,000 of population under 18	Children & Safeguarding	28.1	n/a	28.6	Sep	↓	No target	455.8	548.2	The referral rate is favourable in comparison to statistical neighbours and the England average
% children whose referral to social care occurred within 12 months of a previous referral	Children & Safeguarding	15.9%	20.0%	22.4%	Sep	↓	Off Target (Red)	22.3%	21.9%	Performance in re-referrals to children's social care has gone above target this month and is above average in comparison with statistical neighbours and the England average.

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of children with a Child Protection Plan per 10,000 population under 18	Children & Safeguarding	38.9	30.0	36.8	Sep	↑	Off Target (Red)	36.93	43.3	During September we saw the numbers of children with a Child Protection plan decrease from 523 to 495. The introduction of an Escalation Policy for all children subject to a Child Protection Plan was introduced in June 2017. Child Protection Conference Chairs raise alerts to ensure there is clear planning for children subject to a Child Protection Plan. This has seen a decrease in the numbers of children subject to a Child Protection Plan.
Proportion of children subject to a Child Protection Plan for the second or subsequent time (within 2 years)	Children & Safeguarding	2.6%	5%	13.3%	Sep	↓	Off Target (Red)	22.5%	18.7%	In September there were 8 children subject to a child protection plan for the second or subsequent time. The rate is favourable in comparison to statistical neighbours and the England average, however it is above target this month. NOTE: Target added in July 2018.
The number of looked after children per 10,000 population under 18	Children & Safeguarding	54.9	40	54.9	Sep	→	Off Target (Red)	44.9	62	At the end of September there were 737 children who were looked after by the Local Authority and of these 82 were unaccompanied asylum seeking children and young people. Cambridgeshire are supporting 105 care leavers who were previously assessed as being unaccompanied asylum seeking children and 32 adult asylum seekers whose claims have not reached a conclusion. These adults have been waiting between one and three years for a status decision to be made by the Home Office.  Actions being taken include: There is currently a review underway of the Threshold to Resources Panel (TARP) which is chaired by the Assistant Director for Children's

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
										<p>Services. The panel is designed to review children on the edge of care, specifically looking to prevent escalation by providing timely and effective interventions. The intention is to streamline a number of District and Countywide Panels to ensure close scrutiny of thresholds and use of resources but also to provide an opportunity for collaborative working across services to improve outcomes for children. It is proposed that the new panel structure will be in place for the implementation of the Change for Children transformation.</p> <p>A county wide Legal Tracker is in place which tracks all children subject to the Public Law Outline (pre proceedings), Care Proceedings and children accommodated by the Local Authority with parental agreement. This is having a positive impact on the care planning for Cambridgeshire's most vulnerable children, for example in the identification of wider family members in pre-proceedings where there are concerns that is not safe for reunification is considered and if this is not possible a timely plan is made for permanence via Special Guardianship Order, Adoption or Long Term Fostering. The multi-agency Unborn Baby Panel operational in the South and North of the County monitors the progress of care planning, supporting timely decision making and permanency planning.</p> <p>Monthly Placement Strategy, Finance and Looked After Children Savings Meetings are now operational and attended by representatives across Children's Social Care, Commissioning and Finance. The purpose of these meetings is to provide increased scrutiny on financial commitments for example placements for looked after children, areas of specific concern and to monitor savings targets. This meetings reports into the People and Communities Delivery Board.</p>

Outcome	Adults and children are kept safe									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
										Supporting this activity, officers in Children's Social Care and Commissioning are holding twice weekly placement forum meetings which track and scrutinise individual children's care planning and placements. These meetings, led by Heads of Service have positively impacted on a number of looked after children who have been consequently been able to move to an in house and in county foster care placement, plans have been made to de-escalate resources in a timely way or children have returned to live with their family. In Cambridgeshire we have 74% of our looked after children in foster care as opposed to 78% nationally and 42% of these children are placed with in-house carers as opposed to 58% in external placements.
Number of young first time entrants into the criminal justice system, per 10,000 of population compared to statistical neighbours	Community & Safety	3.38	n/a	2.18	Q1	↑	No target			Awaiting comparator data to inform target setting

Outcome	Older people live well independently									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of contacts for community equipment in period	Adults & Safeguarding		n/a				No target	n/a	n/a	New measure, currently in development

Outcome	Older people live well independently									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of contacts for Assistive Technology in period	Adults & Safeguarding		n/a				No target	n/a	n/a	New measure, currently in development
Proportion of people finishing a reablement episode as independent (year to date)	Adults & Safeguarding	54.7%	57.0%	56.7%	Sep	↑	Within 10% (Amber)	n/a	n/a	The throughput volumes are close to the expected target and this measure is expected to improve across the rest of the year
Average monthly number of bed day delays (social care attributable) per 100,000 18+ population	Adults & Safeguarding	137	114	143	Aug-18	↓	Off target (Red)	n/a	n/a	<p>In August 2018, there were 856 ASC-attributable bed-day delays recorded in Cambridgeshire. For the same period the previous year there were 1054 delays – a 19% reduction. The Council is continuing to invest considerable amounts of staff and management time into improving processes, identifying clear performance targets and clarifying roles &amp; responsibilities. We continue to work in collaboration with health colleagues to ensure correct and timely discharges from hospital.</p> <p>Delays in arranging residential, nursing and domiciliary care for patients being discharged from Addenbrooke's remain the key drivers of ASC bed-day delays.</p>

Outcome	Older people live well independently									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Number of Community Action Plans Completed in period	Adults & Safeguarding	134	n/a	83*	Sep	➔	No Target	n/a	n/a	*Data for September is only up to 21/09/2018 when transition to new social care IT system commenced. Data from the new Mosaic system will be available shortly.
Number of assessments for long-term care completed in period	Adults & Safeguarding	123	n/a	99*	Sep	➔	No target	n/a	n/a	*Data for September is only up to 21/09/2018 when transition to new social care IT system commenced. Data from the new Mosaic system will be available shortly.
BCF 2A PART 2 - Admissions to residential and nursing care homes (aged 65+), per 100,000 population	Adults & Safeguarding	164.8	282.0 (Pro-rata)	195.6	Sep	⬆	On Target (Green)	n/a	n/a	The implementation of the Transforming Lives model, combined with a general lack of available residential and nursing beds in the area has continued to keep admissions below national and statistical neighbour averages.  N.B. This is a cumulative figure, so will always go up. An upward direction of travel arrow means that if the indicator continues to increase at the same rate, the ceiling target will not be breached.

Outcome	People live in a safe environment									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Victim-based crime per 1,000 of population compared to statistical neighbours (hate crime)	Community & Safety	59.44	n/a	59.61	Q1	↓	No target	55.81	69.23	New measure, in development

Outcome	People with disabilities live well independently									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of adults with a primary support reason of learning disability support in paid employment (year to date)	Adults & Safeguarding	1.2%	3.0% (Pro-rata)	1.4%	Sep	→	Off Target (Red)	n/a	n/a	Performance remains low. As well as a requirement for employment status to be recorded, unless a service user has been assessed or reviewed in the year, the information cannot be considered current. Therefore this indicator is also dependent on the review/assessment performance of LD teams – and there are currently 47 service users identified as being in employment yet to have a recorded review in the current year. (N.B: This indicator is subject to a cumulative effect as clients are reviewed within the period.)

Outcome	People with disabilities live well independently									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of adults in contact with secondary mental health services in paid employment	Adults & Safeguarding	12.2%	12.5%	11.9%	Sep	↓	Within 10% (Amber)	n/a	n/a	Performance at this measure is below target. Reductions in the number of people in contact with services are making this indicator more variable while the numbers in employment are changing more gradually.
Proportion of adults with a primary support reason of learning disability support who live in their own home or with their family	Adults & Safeguarding	68.0%	72.0%	68.0%	Sep	→	Within 10% (Amber)	n/a	n/a	Performance is slightly below target, but improving generally.
Proportion of adults in contact with secondary mental health services living independently, with or without support	Adults & Safeguarding	80.7%	75.0%	81.4%	Sep	↑	On Target (Green)	n/a	n/a	Performance is above target and improving gradually.
Proportion of adults receiving Direct Payments	Adults & Safeguarding	23.3%	24%	22.8%	Sep	↓	Within 10% (Amber)	n/a	n/a	Performance is slightly below target, and continues to fall gradually.
Proportion of carers receiving Direct Payments	Adults & Safeguarding	96.4%	n/a	96.4%	Sep	→	No target	n/a	n/a	Direct payments are the default option for carers support services, as is reflected in the high performance of this measure.

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% of EHCP assessments completed within timescale	Children & Safeguarding	69.5%	70.0%	50.0%	Sep	↓	Off Target (Red)			Performance fell in September and remains below target.
Number of young people who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding	289	n/a	305	Jul	↓	No target	213.8	271.1	The rate increased against the previous reporting period. The rate remains higher than statistical neighbours.
Proportion of young people with SEND who are NEET, per 10,000 of population compared to statistical neighbours	Children & Safeguarding		n/a	738	Q1		No target	524		The figure is higher than statistical neighbours.
KS2 Reading, writing and maths combined to the expected standard (All children)	Education	58.7%	65.0%	60.9%	2017/18	↑	Within 10% (Amber)	61.3% (2016/17)	64.4% (2017/18)	2017/18 Performance increased but remains below that of the national average. Please note the 2017/18 figures have been calculated from provisional data which means it is subject to changes in future revised releases. In addition it means the 2017/18 statistical neighbour average is not yet available so the 2016/17 figure has been left in as a comparison and will be updated as soon as new data becomes available.

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
KS4 Attainment 8 (All children)	Education	47.7	50.1	47.9	2017/18	↑	Within 10% (Amber)	47.5	46.4	<p>The 2017/18 Attainment 8 average score by 0.2 percentage points in comparison to 2016/17. The figure for England rose by 0.1 percentage point and Cambridgeshire is currently 1.5 percentage points above the England figure.</p> <p>The 2017/18 statistical neighbour average is not yet available so the 2016/17 figure has been left in as a comparison and will be updated as soon as new data becomes available. The overall figure for our regional neighbours in the East of England is 46.8 and Cambridge is 1.1 percentage points above this at present.</p> <p>Please note the 2017/18 figures are from provisional DFE data which means it is subject to change before the final release in January 2019</p>
% of Persistent absence (All children)	Education	9.2%	8.5%	8.9%	2016/17	↑	Within 10% (Amber)	10.0%	10.8%	<p>2016/17 Persistent absence has reduced from 9.2% to 8.9% and is below both the statistical neighbour and national averages.</p>

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% Fixed term exclusions (All children)	Education	3.47%	3.7%	3.76%	2016/17	↓	On target (Green)	4.30%	4.76%	The % of fixed term exclusions rose by 0.5 percentage points in 2016/17 in comparison to the previous year. This is well below the statistical neighbour average and the national figure.
% receiving place at first choice school (Primary)	Education	93.2%	93.0%	94.7%	Sept-18	↑	On target (Green)	91.2%	91.0%	Performance increased by 1.5 percentage points in comparison to the previous reporting period and is above both the statistical neighbour average and the national figure.
% receiving place at first choice school (Secondary)	Education	92.5%	91.0%	87.8%	Sept-18	↓	Within 10% (Amber)	87.2%	82.1%	Performance fell by 4.7 percentage points in comparison to the previous reporting period although it remains above both the statistical neighbour average and the national figure.  The statistical neighbour average fell 1.2 percentage points and the national figure fell by 1.4 percentage points in the same period.

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
% of 2 year olds taking up the universal entitlement (15 hours)	Education	70.6%	75.0%	66.7%	Summer term 2018	↓	Off target (Red)	73.3% (2018 academic year)	71.8% (2018 academic year)	<p>Performance decreased by just under 4 percentage points in comparison to the previous figure for the spring 2018 term. The annual figure reported by the DFE is 68% for 2018 which below both the statistical neighbour average and the England average. The previous figure for 2017 was 79%.</p> <p>The DFE estimate there were 1700 Cambridgeshire two year olds eligible for funded early education in 2018. Of those eligible there were 1140 two year olds taking up the funded early education. 95.6% of these met the economic basis for funding criteria. The remaining 4.4% of two years olds met the criteria on a high-level SEN or disability basis or the looked after or adopted from care basis.</p>
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Primary Schools)	Education	80.4%	90%	81.7%	Sept-18	↑	Within 10% (Amber)	87.7%	87.2%	<p>Performance has increased by 1.3 percentage points since last month. Both the national figure and the statistical neighbour figures have decreased slightly.</p>

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Secondary Schools)	Education	86.1%	90%	87.6%	Sept-18	↑	Within 10% (Amber)	84.2%	80.1%	Performance has increased by 1.5 percentage points since last month.  Both the national figure and the statistical neighbour figures have decreased slightly.
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Special Schools)	Education	89.6%	100%	87.0%	Sept-18	↓	Off target (Red)	93.9%	93.4%	Although performance has decreased by 2.6 percentage points since last month there have been no changes to Ofsted ratings and the change in the percentage figure is due to changes in pupil numbers at the special schools at the start of the new school year. There has been an increase of 57 pupils in the five schools rated as good or outstanding and an increase of 33 children in the two schools rated as requiring improvement and this has been enough to change the overall percentage for this indicator.  There are currently 2 schools which received an overall effectiveness grading of requiring improvement and 137 pupils attend these schools in total.  Both the national figure and the statistical neighbour figures have decreased slightly.

Outcome	Places that work with children help them to reach their full potential									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Ofsted - Pupils attending schools that are judged as Good or Outstanding (Nursery Schools)	Education	100%	100%	100%	Sept-18	➔	On target (Green)	100%	98.2%	Performance is high and has remained the same as the previous month. The national figure has decreased by 0.1 percentage point and the statistical neighbour average remain unchanged.

Outcome	The Cambridgeshire economy prospers to the benefit of all residents									
Measure	Responsible Directorate(s)	Previous period	Target	Actual	Date of latest data	Direction of travel (up is good, down is bad)	RAG Status	Stat Neighbours	England	Comments
Proportion of new apprentices per 1,000 of population, compared to national figures	Community & Safety		n/a				No target			New measure in development
Engagement with learners from deprived wards as a proportion of the total learners engaged	Community & Safety		n/a				No target			New measure in development

Savings Tracker 2018-19

		Planned £000					Forecast £000													
		850	-1,498	-474	-893	-981	-4,768	-2,399	-757	-555	-601	-4,312	456							
Reference	Title	Description	Committee	Investment 18-19 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 18-19	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	RAG	Direction of travel	Forecast Commentary	Links with partner organisations	
A/R.6.001	P&C Contribution to Organisational Review Mileage Saving	As part of the Organisational Review (C/R.6.102) a cross cutting review of mileage allowances in 2017-18 was undertaken and areas where mileage could be reduced without impacting front line services were identified.	P&C Cross Committee	0	-63	0	0	0	-63	-63	0	0	0	0	-63	0	Green	↔	On track	0
A/R.6.178	Local Assistance Scheme	Review the commissioning of the local assistance scheme and resource requirement. The small saving of £21k identified does not reduce the service offer at all	Childrens	0	-21	0	0	0	-21	-21	0	0	0	0	-21	0	Green	↔	Achieved	0
A/R.6.201	Staffing efficiencies in Commissioning	A previous management restructure in the department has led to efficiencies in our commissioning team. This is the expected full year saving in 2018/19 of the new structure.	Childrens	0	-94	0	0	0	-94	-94	0	0	0	0	-94	0	Green	↔	On track	0
A/R.6.204	Childrens Change Programme (later phases)	Further savings from the Children's Change programme - establishing new structures and ways of working to ensure that our service offer is responsive and timely - targeted to those in greatest need and towards those that we can ensure experience a de-escalation of need and risk as a result of effective, integrated, multi-agency services delivered in a timely manner.	Childrens	0	-507	0	0	-87	-594	-507	0	0	-87	-594	0	0	Green	↔	£594 in year savings. Original stretch target of additional £295k due to shortfall of expected Government grant which did not materialise in 2017/18 has now been covered off through Business Planning. Children for Change Programme is managing the £87k still to be made and expectation this will be achieved in Q4.	0
A/R.6.210	Total Transport - Home to School Transport (Special)	Saving to be made through re-tendering contracts, route reviews, looking across client groups and managing demand for children requiring transport provision	Childrens	0	-55	-38	-115	-116	-324	-55	-24	-72	-73	-224	100	Amber	↔	A successful tender round resulted in 139k of savings. It is anticipated that some additional savings will be made, however increasing demand means that it is unlikely that the full savings target will be achieved in 2018/19	0	
A/R.6.214	Total Transport - Home to School Transport (Special) - Moving towards personal budgets	Personal Transport Budgets (PTBs) are discretionary payments to parents/carers of children eligible for home to school transport in exchange for full responsibility for transporting them safely to and from school. By increasing the uptake of PTBs, through targeting high cost journeys, revisiting the payment terms, improving the approval processes, and better engagement with children and parents about PTBs, this project will achieve efficiencies in the transport provided.	Childrens	0	0	0	-50	-50	-100	0	0	0	0	0	100	Black	↔	An anticipated move to banded PTBs has not taken place so savings are not expected to be achieved in 2018/19.	0	
A/R.6.224	Children's Centres - Building a new service delivery model for Cambridgeshire Communities	We want every child in Cambridgeshire to thrive and will target our prioritised targeted services for vulnerable children and young people. As an integral part of the Early Help Offer, our redesigned services will provide support to families when they really need them. We will provide a range of flexible services that are not restricted to delivery from children's centre buildings, in order to provide access to services when they are needed. We will also work in a more integrated way with partners across the 0-19 Healthy Child Programme, to provide comprehensive targeted support to vulnerable families. All of this will be supported by an effective on line resource tool as part of an improved on line offer for families. The saving will be achieved by re-purposing some existing children's centre buildings and streamlining both our management infrastructure and back office, associated service running and overhead costs. We intend to maintain the current level of front line delivery. A total saving of £900k is planned, with £249k from Buildings and Infrastructure costs. Of the £249k saving, £128k will be attributable to annual running costs of internally managed buildings. As this element of the budget is held by Corporate and Managed Services, this element of the total saving is therefore shown in Table 3 for Corporate and Managed Services, business plan reference F/R.6.110	Childrens	0	0	0	0	0	-772	-772	0	0	0	0	-772	0	Green	↑	On track	0
A/R.6.227	Strategic review of the LA's ongoing statutory role in learning	A programme to transform the role of the local authority in education in response to national developments and the local context, (e.g. the increasing number of academies and a reduction in funding to local authorities) has been started. Savings will be made by focusing on the LA's core roles and functions; by developing joint working with Peterborough's education services, and with other authorities as appropriate	Childrens	50	-65	0	-129	-130	-324	-65	0	-129	-130	-324	0	0	Green	↔	Saving reliant on wider implementation of Shared and Integrated Services.	0
A/R.6.244	Total Transport - Home to School Transport (Mainstream)	Through the Total Transport transformation programme we are scrutinising contract services to ensure the Council delivers the most efficient mainstream school transport services whilst ensuring all eligible pupils receive free transport in line with the Council's	Childrens	0	-138	-29	-88	-87	-342	-138	-29	-88	-87	-342	0	0	Green	↔	On track	0
A/R.6.250	Grants to Voluntary Organisations	Saving from the Home Start/Community Resilience Grant where the re-commissioning of this service ceased in 16/17.	Childrens	0	-168	0	0	0	-168	-168	0	0	0	0	-168	0	Green	↔	On track	0
A/R.6.251	Automation - Education and Children's Guidance	Reduction in staff costs in Education and Children's services related to more automated models of delivering advice and guidance.	Childrens	0	-25	-25	-25	-25	-100	0	0	0	0	0	0	100	Black	↔	As yet no delivery plan in place for this saving and, due to the lead in time needed to achieve savings through automation, it is unlikely that any savings will be achieved in year.	0
A/R.6.253	LAC Placement Budget Savings	Savings will be delivered through a number of workstreams as well as working to reduce the number of children in care and improve the placement composition between in house and more expensive external placements. Individual pieces of work that are likely to	Childrens	705	-333	-333	-417	-417	-1,500	-512	-680	-147	-105	-1,444	56	0	Green	↔	On track	0
A/R.6.254	Looked After Children Transport	Increasing efficiency in LAC transport provision by identify high cost cohorts, managing demand and integrating routes.	Childrens	50	0	-20	-40	-40	-100	0	-20	-40	-40	-100	0	0	Green	↔	On track	0

Planned £000					Forecast £000						
850	-1,498	-474	-893	-981	-4,768	-2,399	-757	-555	-601	-4,312	456

Reference	Title	Description	Committee	Investment 18-19 £000	Original Phasing - Q1	Original Phasing - Q2	Original Phasing - Q3	Original Phasing - Q4	Original Saving 18-19	Current Forecast Phasing - Q1	Current Forecast Phasing - Q2	Current Forecast Phasing - Q3	Current Forecast Phasing - Q4	Forecast Saving	Variance from Plan £000	RAG	Direction of travel	Forecast Commentary	Links with partner organisations
A/R.6.256	Delivering Greater Impact for Troubled Families	Our multi-agency Together for Families programme will deliver and evidence greater impact for more families and so will receive increase 'payment by results' income from central government.	Childrens	45	0	0	0	0	-150	0	0	-75	-75	-150	0	Green	↑	On track	None
A/R.6.257	Automation - Admissions & Additional Automation Initiatives	Additional automation initiatives currently being explored – although these do relate to service areas (assistive technology, domestic violence, mental health, looked after children, etc) further work needs to be done to see where the automation 'enabler' will release savings and ensure that these are not double counted.	Childrens	0	-25	-25	-25	-25	-100	0	0	0	0	0	100	Black	↔	As yet no delivery plan in place for this saving and, due to the lead in time needed to achieve savings through automation, it is unlikely that any savings will be achieved in year.	0
A/R.7.101	Early Years subscription package	Proposal to develop Early Years subscription package for trading with settings.	Childrens	0	-4	-4	-4	-4	-16	-4	-4	-4	-4	-16	0	Green	↔	On track	0

**DRAFT 2018/19 CAPITAL PROGRAMME**

*To:* **Children and Young People's Committee**

*Meeting Date:* **4 December 2018**

*From:* **Executive Director, People and Communities**

*Electoral division(s):* **All**

*Forward Plan ref:* **Not applicable**      *Key decision:* **No**

*Purpose:* **To provide the Committee with a detailed overview of the draft Capital Programme for People & Communities and seek Members' views on the schemes which are not yet at the stage of formal commitment.**

*Recommendation:* **Members are asked to:**

- a) **Comment on the draft 2018-19 Capital Programme, noting in particular the proposed revisions to the Wisbech Secondary School project and Spring Common Special School in Huntingdon.**
- b) **Support the request that the revised Spring Common Special School project proceed to Milestone 2 to provide greater cost certainty in respect of the identified suitability and basic need requirements for a 175 place school serving children and young people aged 2-19 with complex special educational needs and disabilities (SEND).**
- c) **Comment on the updated option appraisal for delivering a 630 place all-through primary school in place of Eastfield Infant and Westfield Junior Schools, St Ives, noting the revised estimated costs, and advise on next steps, in particular, the preferred option for presentation to the General Purposes Committee.**
- d) **Note and comment on the policies and operational practices detailed in Section 6 which add to capital project costs, and support the proposal that these are reviewed in liaison with the Executive Director: Place and Economy, with the resulting recommendations being reported to a future meeting of the Committee.**
- e) **Agree that where it proves necessary for new schemes to be added to programme following its adoption by full Council, for the reasons identified in section 6.2.2, these are detailed in the Finance Performance Report for approval initially by the Children and Young People's Committee and then the General Purposes Committee.**

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## 1. BACKGROUND

- 1.1 The Council has a statutory duty to provide a place for every child whose parents want them educated in a state-funded school, including academies and to secure sufficient childcare places including free early education for all three and four year olds and the most vulnerable two year olds (15 hours per week 38 weeks a year). This is known as basic need provision.
- 1.2 Each year the Council adopts a ten year rolling capital programme as part of the Business Plan. New schemes are developed by services and all existing schemes are reviewed and updated as required before being presented to the Capital Programme Board and subsequently Service Committees for further review and development.
- 1.3 In 2009, Members approved the following criteria to inform decisions on the relative priority for capital funding in educational provision in the County:
1. Investment, where required on the grounds of health and safety, where it would avoid the closure of a school or the loss of school capacity in an area where such places are required.
  2. The statutory duty to provide sufficient school places.
  3. The implementation of statutory changes, for example, an increase in the age range which a school serves.
  4. Investment to support the implementation of recommendations resulting from a review of educational provision, for example the amalgamation of an infant and junior school to create an all-through primary school.
  5. Implementation of new statutory duties or education policy for which there are no other sources of funding available, for example, the need to increase capacity to enable the Council to provide sufficient and suitable free early years and childcare places for children aged 3 and 4 in line with the requirements of the 2006 Childcare Act.
  6. Investment to support a reduction in schools' life-cycle maintenance costs, with priority being given to schools which score 10 in terms of overall condition deficiencies.
  7. Investment to support a reduction in schools' carbon emissions, energy and water usage by tackling the most inefficient first, using available consumption data.
- 1.4 At its meeting on 9 October 2018, Members considered a report which provided them with an overview of the Council's draft capital programme for 2019/20. The programme forms part of the Council's Business. The report detailed a small number of new schemes for inclusion in the People and Communities (P&C) capital programme. In addition, five schemes were identified for possible removal from the programme on the basis that sufficient basic need places had been secured through use of mobile accommodation. These comprised:
- A major capital investment plan for Spring Common Special School in Huntingdon.
  - Permanent classrooms in place of mobiles at Benwick Primary, Robert Arkenstall Primary (Haddenham and Wilburton Primary schools).
  - A major capital investment scheme to provide additional primary school places in response to housing development east of the railway line in St Neots. This is no longer required as, in place of this, the new Wintringham Park Primary School is being built to provide 630 places (3FE) and associated Early Years provision in place of the original plan for a 420 place (2FE) school.

- 1.5 In response to concerns raised by Spring Common Special School and the local County Councillor, Members requested officers revisit the proposed capital investment and development plan for the school in liaison with the Head Teacher. In addition, officers were asked to undertake a further wholesale review of the programme and report the outcome of this work to the Committee.

## **2.0 CAPITAL FUNDING**

- 2.1 Government funding for the basic need provision of mainstream school places together with S106 receipts (and to a lesser extent Community Infrastructure Levy (CIL)) provide the main funding sources for the P&C five year rolling programme of capital investment. The Department for Education (DfE) determines each local authority's basic need capital allocation using data collected each July through the School Capacity (SCAP) return. In addition, the government provides funding for maintenance to address school condition needs, which cannot be met by those schools from their devolved formula capital (DFC), and for specific initiatives such as the Priority Schools Building Programme.
- 2.2 For 2018/19, the Council has secured £24,918,658 in Basic Need funding. Confirmation has been received that for 2019/20 based on the 2017 SCAP return Cambridgeshire will receive £6,905,350.
- 2.3 School Condition funding is used to maintain local authority schools. The funding allocation for 2018/19 is estimated at £4,043,000. The DfE recently announced additional School Condition spend for 2018/19. Details of this are due to be published next year.

## **3.0 REVENUE IMPLICATIONS**

- 3.1 All capital schemes can have a potential two-fold impact on the revenue position relating to the cost of borrowing through interest payments and repayment of principal and the ongoing revenue costs or benefits of the scheme. Conversely, not undertaking schemes can also have a consequential impact on revenue, for example, the need to fund transport for children to schools with available capacity.
- 3.2 The Council is required by the Chartered Institute of Public Finance and Accountancy's (CIPFA's) Prudential Code for Capital Finance in Local Authorities 2011 to ensure that it undertakes borrowing in an affordable and sustainable manner. In order to ensure that it achieves this, General Purposes Committee (GPC) recommends an advisory limit on the annual financing costs of borrowing (debt charges) over the life of the Business Plan. In order to afford a degree of flexibility from year to year, changes to the phasing of the limit is allowed within any three-year block provided the aggregate limit remains unchanged.
- 3.3 For the 2017/18 Business Plan, the General Purposes Committee (GPC) agreed that this should continue to equate to the level of revenue debt charges set out in the 2014/15 Business Plan for the next five years, limited to around £39m annually from 2019/20 onwards.

## **4.0 REVIEW OF THE DRAFT CAPITAL PROGRAMME FOR 2019/20**

- 4.1 As part of the ongoing transformational activity across the Council aimed at narrowing the revenue budget gap in the 2019/20 Business Plan, a wholesale review of the P&C draft capital programme was undertaken prior to the 9 October 2018 Children and Young People (CYP) Committee meeting to determine the potential for schemes to be reduced, amended, delayed or removed in their entirety.
- 4.2 The net effect of the addition and removal of schemes detailed in the 9 October 2018 CYP Committee report on the amount of prudential borrowing identified as required to fund the revised draft programme was £70,668,000. The estimated revenue cost of this level of borrowing is in the order of £103,688,000 based on a 35 year payback period, i.e. the interest payments would be in the order of £33,020,000.
- 4.3 The table attached as **Appendix 1** provides a detailed description together with an assessment of the risks should the scheme not proceed and a recommendation for Members' consideration. The table also provides an indicative estimated borrowing figure for each uncommitted scheme and alongside this the overall revenue cost of prudential borrowing. The figures are based on the April 2018 interest rate calculated over an asset life of 35 years.
- 4.4 The factors taken into account in determining schemes for inclusion are:
- S106 or CIL funding has been secured and would be lost if the project does not proceed within the timeframes established in the associated agreements.
  - Outline planning permission has been granted for housing development and there is an expectation, therefore, that it will generate additional demand for school places in the period covered by the programme.
  - No suitable alternative options exist.
  - There are cost benefits to accrue from keeping contractors on site to undertake a further phase of a development rather than having to re-commission the work at a later stage.
  - Current and forecast data provides evidence of need for additional capacity.
- 4.5 Schemes identified as being 'committed' are those where contracts have been let and/or work has either started on site or is due to commence.
- 4.6 Members will note that Spring Common Special School has been included as a revised scheme following the review requested by Members at their meeting on 9 October 2018. Whilst the school has grown in response to requests for placement over a number of years there has been little investment in order to ensure that its accommodation meets the needs of the pupils being educated in the school. There are currently 195 pupils on the school's roll, 20 of whom are being educated in the specialist mobile classrooms provided by the Local Authority in 2017. In addition, the needs of children with special educational needs and disabilities (SEND) in Cambridgeshire are becoming increasingly more complex. Children being educated at Spring Common School include those with life limiting conditions and profound and multiple learning difficulties (PMLD).

The re-assessment of the school's current accommodation and that required for a school providing 175 places in permanent accommodation for children and young people aged 2-19 with complex SEND has identified the need for some remodelling and reconfiguration of internal spaces in the Key Stage 1 (KS1) and Key Stage 2 (KS2) teaching and administration areas as well as some additional spaces to include:

#### **KS1**

Toilets/Assisted changing to be provided adjacent to all the classrooms

Increase the hall area  
Food prep area located in early years  
New PMLD room

## **KS2**

Increase classroom sizes to meet current needs and allow for store/wet area/hygiene rooms  
Increase hall size

The estimated level of investment required to meet these identified priorities will be significantly less than the £5.9m allocated to the original development plan. In order to provide an accurate estimate of the actual level of investment required, officers are requesting approval to proceed to Milestone 2. Members are also asked to note and be prepared to accept the potential for the revised and re-costed scheme to be included after the 2019/20 capital programme has been approved and published.

- 4.7 Officers have also identified the potential to reduce the cost of the new Wisbech secondary school project by limiting the first phase of development to that required for a 4FE (600 place) 11-16 school. The estimated saving to be achieved by not building the core facilities ahead of when these will be needed is between £3m and £5m.
- 4.8 At its meeting on 13 November 2018, the Committee agreed to defer a decision on the options presented for delivering the proposed amalgamation of Eastfield Infant and Westfield Junior Schools in St Ives to ensure that this was not taken in isolation from its consideration of the totality of the draft P&C capital programme for 2019/20. Members are asked to note that the cost breakdown in Appendix 1 is that for Option 3 as presented to the Committee at that time. A new Milestone 1 report commissioned to further inform Members' decisions on this project has produced the following updated cost estimates for all three options:
- Option 1 £15.603m
  - Option 2 £14.703m
  - Option 3: £14.277m

Both options 2 and 3 offer the potential for a capital receipt from sale of part of the combined schools' sites.

Further details are provided in **Appendix 2**. As Members will recall, the original capital allocation for investment in the two schools was £7m.

## **5.0 OTHER WAYS IN WHICH COSTS ARE BEING MANAGED**

- 5.1 In the past twelve months the Council has been through a robust tender process for new frameworks for consultancies, design and project management, and design & build (D&B) for the delivery of the capital programme. The frameworks deliver significant cost and time savings and offer the benefit of economies of scale. Costs are further challenged through the requirement placed on framework partners to go through a mini, competitive tender process. To illustrate this, a minimum of £5,958,326 in savings has been achieved from first stage contractor mini-tenders and a further minimum of £5,174,787 in savings has been made from second stage tender reviews (agreed contract sums against original Milestone 4 (MS4) tender submissions). The associated indicative revenue saving as a result of not having to borrow the sums involved would be in the region of £3.5million based over an asset life of 25 years.

5.2 In addition, the following strategies have been adopted to reduce costs:

- Milestone 1 (MS1) feasibility design specifications for new projects state that these must be compliant with the current Building Bulletin 103 (BB103) Area Guidelines for mainstream schools. This represents a reduction of around 15% on the previous Area Guidelines, BB98.
- Provision of stand-alone new build accommodation blocks with unheated covered walkways to provide a link to existing buildings in projects involving school expansion projects. In most cases, this reduces the need to provide consequential improvements to existing accommodation and the associated build cost by an estimated 10%. Site constraints do, however, limit the potential for this option to be used in all cases.
- Where possible, projects are bundled together to achieve economies of scale.
- Value engineering throughout the milestone process.
- Technical Advice Notes (TANs) provide performance specifications to which contractors are expected to adhere/comply, resulting in greater uniformity and consistency of approach. All TANs were reviewed and updated in 2017 taking account of latest government guidance.

## 6.0 POLICIES AND OPERATIONAL PRACTICE WHICH CONTRIBUTE TO THE COST OF CAPITAL PROJECTS

6.1 The following policies and operational practice have been found to add both in terms of cost and time. All are outside the direct control of the team with responsibility for commissioning and securing delivery of P&C capital projects.

6.2 Sustainable Drainage Systems (SUDS) – The standard approach adopted is to seek the most economical solution to surface water drainage, for example, attenuation crates under playgrounds. However, planners and the SUDS team (Place and Economy (P&E)) and are more frequently imposing conditions resulting in the requirement to provide more costly means of attenuation such as green (living) roofs and swales. Not only are these options significantly more expensive, they reduce available site area on which to build. As an example, the requirement to provide a green roof at Godmanchester Bridge Primary Academy added approximately £270,000 to the project, including all on-costs and fees.

6.3 Highways – it is increasingly common to have a planning condition imposed which requires highways improvements to be delivered as part of a P&C capital project. As an example, the cost of discharging the condition that the Station Road footpath in Histon should be widened as part of the scheme to increase the size of Histon & Impington Junior School and change its age range to an all-through primary school was approximately £166,000, including surveys and additional design fees.

6.4 Public Art - There is a requirement for 1% of the total project cost to contribute to public art in the Cambridge City Council and in the South Cambridgeshire District Council areas. As an example, the cost associated with this for Trumpington Park Primary School was in the order of £104,700. Recent central Government guidance states that public art is not an essential requirement for an application to be acceptable.

6.5 Cycle Storage – At present, to meet national and local guidelines, a mix of covered and uncovered cycle and scooter storage is provided on new build schemes. However, Development Control Committee has more recently sought, by making it a condition of planning approval, to have only covered storage provided and for the number of

spaces to exceed current planning policy. As an example, the cost of meeting this condition at Trumpington Park Primary School was approximately £100,000.

- 6.6 BREEAM (Building Research Establishment Environmental Assessment Method) - The Council's established policy is to achieve very good with an aspiration to excellent. Achieving a rating of very good can add between 1.8% and 3% to the cost of a new primary school. However, the emerging planning policy of both South Cambridgeshire District Council and Cambridge City Council is to achieve excellent. This has the potential to add between 5%-10% to the cost of a scheme. As an example, had the Council been required to achieve a rating of excellent at Trumpington Park Primary School, this would have added between £600,000 and £1.2m to the total cost of the project.
- 6.7 Fire sprinklers – The Council has a long-held policy of installing fire sprinklers in all new school builds. They are not installed to existing school accommodation in cases where schools are being expanded. Installation can increase the £/m<sup>2</sup> build cost by between 2% and 4% dependent upon how the water is supplied. The costs of installation at Littleport secondary school and at Trumpington Park Primary School were £604,000 and £186,000 respectively. The DfE do not include provision of sprinklers in their specification for new build free schools.

## **7.0 ALIGNMENT WITH CORPORATE PRIORITIES**

### **7.1 Developing the local economy for the benefit of all**

The following bullet points set out details of implications identified by officers:

- The Council's investment plans create employment opportunities in schools, early years and childcare provision.
- A number of the schemes in the P&C capital programme provide school places to meet predicted demand from planned housing development. This policy is aimed at directly supporting the establishment and development of new communities.
- Availability and access to high quality childcare enables parents to take up employment or training that may lead to employment, thus supporting families to be less reliant on benefits.

### **7.2 Helping people live healthy and independent lives**

The following bullet points set out details of implications identified by officers:

- Evidence shows that good quality early education and childcare provision makes a significant contribution to a child's attainment and future life chances. It also supports their future health and wellbeing.
- Provision of safe walking and cycling routes minimises the need for children to be transported to and from their early years' or childcare setting or school.
- Expansion of settings and schools to meet identified demand in their local or catchment areas minimises the need for children to be transported to and from more distant schools.

### **7.3 Supporting and protecting vulnerable people**

The Council is committed to ensuring that children and young people with SEND are able to attend their local mainstream school where possible, with only those with the most complex and challenging needs requiring places at specialist provision. Where a child or young person requires a specialist placement, the Council's aim is to ensure that this is as close to their family home and community as possible

## **8.0 SIGNIFICANT IMPLICATIONS**

## 8.1 Resource Implications

The following bullet points set out details of significant implications identified by officers; these are additional to those set out in Sections 3 and 6.

8.1.1 Since April 2015, S106 has been limited to site/development specific requirements and only what is required to mitigate the impacts of planned development. Any contributions being sought from developers must demonstrate that they are:

- Necessary to make the development acceptable in planning terms;
- directly related to the development; and
- fairly and reasonably related in scale and kind to the development.

As a result, services are now required to provide far greater detail of projects and costs at an earlier stage than previously to demonstrate the case for funding and to meet the test set out in the CIL regulations. The main implication of this approach is that the Council now needs to invest upfront in feasibility studies, which adds to its costs without there being any certainty that it will secure developer contributions to offset these.

8.1.2 Where the Council is successful in securing S106 funding this is typically released in two tranches: 10% on commencement of the development and 90% after the occupation of the first 100 houses. In cases where more than one school is required and/or larger schools are to be provided, the trigger points will be agreed to reflect this. To achieve opening a new school to coincide with the requirement for places from the first families moving in, the Council has usually found it necessary to bridge the gap in funding between commencement of the enabling works and release of the first tranche of S106 funding.

8.1.3 CIL contributions are collected and held by the District Councils, at a level set by the individual districts. Each District determines the priorities for use of this funding, which will include other infrastructure requirements as well as Education. As a consequence, the Council faces the prospect of having to fund a higher proportion of the total cost of expanding school from its available resources.

8.1.4 Analysis of Milestone 7 (final project cost), against forecast outturn against Milestone 4 budgets since 2013 has identified cumulative savings of £3,838,412 on the main Design & Build Framework.

## 8.2 Statutory, Risk and Legal Implications

8.2.1 The following bullet points set out details of significant implications identified by officers:

The vast majority of the schemes within the CYP capital programme are focused on creating additional capacity to provide for the identified need for new places for Cambridgeshire's children and young people in response to demographic need and housing growth. The alternatives available all involve some element of risk and/or have financial implications.

- Provision of mobiles in place of permanent accommodation. Planning applications for mobiles are subject to the same rigorous process as permanent build applications and are usually only granted for between 3 to 5 years. In addition, the Council is unable to secure Basic Need funding from the DfE to replace the mobiles with permanent accommodation as the Council is deemed to have already met the basic need requirement for places.

- Provision of free transport to alternative, more distant schools whilst those children remain of statutory school age. This is not only a revenue cost, it can have the effect of splitting families and fragmenting the community, in cases where children are placed at different schools.
- Deferring projects to later years can lead to increased costs due to inflation. As an example, had a decision been taken to delay the 8 most recently contracted schemes by 12 months (total value of £62m), this would have led to a £2.6m cost increase due to inflation.
- Phasing of projects can lead to increased costs due to construction tender price inflation.

8.2.2 Whilst the inquiry into the City Council and South Cambridgeshire District Council's Local Plans has now concluded, resulting in the adoption of those Plans, there may still be a need to add new projects to the Capital Programme in response to the implementation of infill / windfall sites which were previously approved during the absence of a 5-year land supply.

### 8.3 **Equality and Diversity Implications**

8.3 The following bullet points set out details of significant implications identified by officers:

- Sufficiency and associated take up of free early education for 2, 3 and 4 year olds supports school readiness on entry to statutory education (Reception) and contributes to improved outcomes for children. Free early education for two year olds is targeted at families on low incomes, those who are Looked After and those whose parents are in the Forces.
- All accommodation, both mobile and permanent has to be compliant with the provisions of the Public Sector Equality Duty and current Council standards.

### 8.4 **Engagement and Consultation Implications**

8.4 The following bullet points set out details of significant implications identified by officers:

- Significant levels of engagement and consultation take place with all schools and early years settings identified for potential expansion to meet the need for places in their local areas over the development and finalisation of those plans. Schemes are also presented to local communities for comment and feedback in advance of seeking planning permission.
- As will have been evident from the discussion at the 9 October 2018 CYP Committee meeting, it is essential that any decision to change the scale or scope of a capital project in order to reduce capital costs is communicated to the affected schools individually as well as to the local ward Councillor in order to ensure that they have advance notification of any potential changes and the opportunity to express their views on these.

### 8.5 **Localism and Local Member Involvement**

8.5.1 The following bullet points set out details of significant implications identified by officers:

- Through its commissioning role, the Council ensures that:
  - those private, voluntary and independent providers who tender to establish and

run new early years and childcare provision understand the local context in which they will operate, should they be successful in being awarded contracts by the Council;

- potential sponsors who apply to establish and run new schools understand the local context in which they will operate, should their applications be approved for implementation by the Regional Schools' Commissioner and the Secretary of State for Education;

- Local Members are:
  - kept informed of planned changes to provision in their wards and their views sought on emerging issues and actions to be taken to address these;
  - invited to participate in the assessment of potential sponsors' proposals to establish and run new schools in the county in response to the Council's identified published need for new schools to meet its basic need requirements.

## 8.6 Public Health Implications

8.6.1 The following bullet point sets out details of significant implications identified by officers:

- The further children and young people have to travel to access their education and/or childcare the greater the likelihood that they will be transported by car or bus and will not gain the health benefits of being able to walk or cycle to their setting or school, in addition a well-designed and built school can have positive outcomes on children's health including mental health and therefore their educational attainment.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Officer: Kerry Newson
<b>Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?</b>	Yes/No Name of Legal Officer:
<b>Are there any Equality and Diversity implications?</b>	Yes Name of Officer: Jonathan Lewis
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes or No Name of Officer: Joanne Dickson
<b>Are there any Localism and Local Member involvement issues?</b>	Yes Name of Officer: Jonathan Lewis
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Iain Green

<b>Source Documents</b>	<b>Location</b>
Business Plan 2018/19 Letters to and from the Executive Director: People & Communities and the Director for Education Funding Group at the DfE in respect of the Council's Basic Need allocation for 20/20 and award of maintenance funding for 2018/19 School Capacity returns for 2016 and 2017 Forecast data	0-19 Place Planning & Organisation Service Second Floor Octagon Cambridge CB3 0AP

Ref	Scheme	Description	District	Uncommitted/Committed/On site/Completed	Total Cost £000	Previous Years £000	2019-20	2020-21	2021-22	2022-23	2023-24	Later Years £000	Total Scheme Prudential Borrowing	Total Cost of Borrowing	Risk of Not undertaking Scheme	Recommendations
							£000	£000	£000	£000	£000					
A/C.01	<b>Basic Need - Primary</b>															
A/C.01.018	Pathfinder Primary, Northstowe	New 630 place school with 52 Early Years places and integrated community facilities developed in partnership with South Cambridgeshire District Council in response to housing development	South Cambridgeshire	Completed	11,301	11,231	70	0	0	0	0	0				
A/C.01.020	Godmanchester Bridge Primary	New 420 place school with 52 Early Years places in response to the Bearscroft housing development	Huntingdonshire	Completed	9,250	9,076	174	0	0	0	0	0				
A/C.01.021	North West Cambridge Primary	New 420 place school with 52 Early Years places and integrated community facilities in response to housing development on the former NIAB site	City/South Cambridgeshire	Uncommitted	11,774	635	0	6,900	4,000	239	0	0	4,367	6,459	New housing development. Children would not have a local school to attend. Site and Section 106 contribution would have to be handed back to the developer.	Keep in the programme but review start year.
A/C.01.024	Trumpington Park Primary, Cambridge	New 630 place school with 52 Early Years places in response to housing development in the Cambridge Southern Fringe	City/South Cambridgeshire	Completed	12,000	11,836	164	0	0	0	0	0				
A/C.01.025	Fordham Primary	Expansion from 210 to 420 places including replacement of temporary accommodation in response to basic need requirement for additional places in the school's catchment area	East Cambridgeshire	Completed	4,125	4,018	107	0	0	0	0	0				
A/C.01.026	Little Paxton Primary	Expansion from 210 to 420 places including replacement of temporary accommodation in response to housing development and the basic need for places in the school's catchment area.	Huntingdonshire	Completed	3,350	3,330	20	0	0	0	0	0				
A/C.01.027	Nene Infant & Ramoth Junior, Wisbech	Expansion to provide an additional 300 places in response to the basic need requirement for additional places in the local area	Fenland	Completed	7,341	7,117	224	0	0	0	0	0				
A/C.01.028	Fulbourn Phase 2	Expansion to provide an additional 120 places (4 classrooms) in response to the basic need requirement for additional places in the school's catchment area	East Cambridgeshire	On site	6,950	6,557	293	100	0	0	0	0				
A/C.01.029	Sawtry Infant	Expansion to provide an additional 90 places (3 classrooms) with 26 Early Years places in response to housing development and the basic need requirement for additional places in the school's catchment area.	Huntingdonshire	Uncommitted	5,511	2,122	2,500	750	139	0	0	0	1,454	2,196	Meeting arranged to review latest demographic information and the potential new housing coming forward in discussion with Cambridge Meridian Academies Trust (the Junior school is part of this multi-academy trust), the Head of the Infant School and the local ward Councillor.	Would require temporary solution or alternative provision such as using spare accommodation at the village college.
A/C.01.030	Sawtry Junior Academy	Extension to provide an additional 120 places (4 classrooms) in response to housing development and the basic need requirement for additional places in the school's catchment area.	Huntingdonshire	Uncommitted	3,214	300	2,100	700	114	0	0	0	2,410	3,630	As for Infant School	As for Infant School
A/C.01.031	Hatton Park, Longstanton	Expansion from 210 to 420 places in response to housing development and the basic need requirement for additional places in the school's catchment area.	South Cambridgeshire	Completed	5,080	5,017	63	0	0	0	0	0				
A/C.01.032	Meldreth	Expansion to 210 places in response to the basic need requirement for additional places in the school's catchment area	South Cambridgeshire	Completed	2,250	2,213	37	0	0	0	0	0				
A/C.01.034	St Neots, Wintringham Park	New 630 place primary school with 78 Early Years places in response to housing development	Huntingdonshire	Uncommitted	14,268	646	9,000	4,000	400	222	0	0	5,078	7,535	A temporary school solution is already in place located at The Round House School, Loves Farm. Further temporary provision would need to be provided if the project were not to proceed. This would have serious impact on The Round House School as there is limited space/scope to expand on site.	Proceed to programme.
A/C.01.035	The Shade Primary, Soham	Expansion from 210 to 420 places (Phase 2) in response to housing development. The school was planned to increase in size in line with the development plans	East Cambridgeshire	Completed	2,560	2,554	6	0	0	0	0	0				
A/C.01.036	Pendragon, Papworth	Expansion from 210 to 330 places in response to housing development	South Cambridgeshire	Uncommitted	3,500	0	0	0	150	1,900	1,450	0	1,591	2,359	The expansion project is entirely linked to a proposed housing development in Papworth which is yet to commence.	Review latest position with South Cambridgeshire District Council and the developer to ensure project start date aligns with housing development programme.

A/C.01.037	Cromwell Community College	Extension of the school's age range from 11-16 to 4-16 to provide an additional 210 primary places in response to the basic need requirement in Chatteris and respond to planned housing development. Scheme also provides 26 Early Years places	Fenland	Uncommitted	6,980	272	4,600	1,900	208	0	0	0	5,042	7,724	Strategy for securing additional primary school places in Chatteris agreed by the CYP Committee. Significant amount of temporary classrooms would be required should the project be deferred.	Proceed as programme.
A/C.01.038	Westwood Primary, March	Phase 2: Expansion to provide an additional 210 places to take the school, which operates across two sites following a decision to close Maple Grove Infant School and extend the age range for the former Westwood Junior School to become a primary school, to 840 places (4FE) in response to the basic need requirement for additional places in the local area.	Fenland	On site	3,241	3,177	64	0	0	0	0	0				
A/C.01.039	Wyton Primary	Replacement and expansion of existing school to provide 330 places on its existing site in response to a combination of condition, health and safety and basic need requirements	Huntingdonshire	On site	9,226	8,640	400	186	0	0	0	0				
A/C.01.040	Ermine Street, Alconbury	Phase 2: Expansion from 420 to 630 places in response to housing development. The school was planned to increase in size in line with development plans	Huntingdonshire	Uncommitted	3,350	0	150	1,800	1,300	100	0	0	0		If the project were not to proceed temporary accommodation would need to be provided or children bused to other schools in Huntingdon. The S106 developer contribution would need to be handed back to the developer.	Proceed to programme but keep under review to ensure project start date aligns with housing development programme and occupations.
A/C.01.041	Barrington	Expansion to provide 210 places in response to housing development and the basic need requirement for additional places in the school's catchment area	South Cambridgeshire	Committed	3,090	1,112	1,800	178	0	0	0	0				
A/C.01.043	Littleport 3rd primary	Phase 1: New 210 place school with the core infrastructure required to enable the school to increase in size to 420 places in response to housing development and the basic need requirement for additional places. The scheme also provides 26 early years places	East Cambridgeshire	Uncommitted	5,300	0	180	3,400	1,600	120	0	0	596	887	The site is reserved and infrastructure provided as part of the recently handed over Littleport and East Cambs Academy. The risk of not providing accommodation would be the failure to provide sufficient primary school places in Littleport.	Proceed to programme but keep under review to ensure project start date aligns with housing development programme and the need for additional places.
A/C.01.044	Loves Farm primary, St Neots	New 420 place primary school in response to housing development	Huntingdonshire	Committed	11,660	5	100	200	8,200	3,000	155	0	10,156	15,261		
A/C.01.045	Melbourn Primary	Expansion to provide an additional 120 places (4 classrooms) together with larger hall. Scheme also included refurbishment of existing accommodation.	South Cambridgeshire	Completed	4,441	4,247	194	0	0	0	0	0				
A/C.01.046	Sawston Primary	120 place expansion (4 classrooms) in response to housing development and the basic need requirement for additional primary school places	Huntingdonshire	About to start on site	2,460	959	1,400	101	0	0	0	0				
A/C.01.048	Histon Additional Places	Expansion of existing Infant and Junior schools to provide an initial additional 210 places in response to demographic need in the catchment. Scheme involves extending both schools age ranges to become all-through primary schools and relocation of the current Infant School to a new site (Buxhall Farm) in the Council's ownership. Potential for capital receipt from release of Infant School site in due course.	South Cambridgeshire	Committed	17,171	7,142	6,859	2,900	270	0	0	0			CYP Committee approved the strategy for primary educational provision in Histon & Impington and the associated capital funding required to deliver this.	
A/C.01.049	Northstowe 2nd primary	New 420 place primary school and 52 Early Years places together with community facilities in response to the planned growth of the Northstowe	South Cambridgeshire	Uncommitted	11,590	0	0	10	400	8,000	3,000	180	0	0	S106 and land would need to be handed back to the developer.	Proceed to programme but keep under review to avoid potential over-supply of places and adverse impact on the existing primary school (Pathfinder).
A/C.01.050	March new primary	New 210 place primary school in response to housing development and the basic need requirement for additional places	Fenland	Uncommitted	8,770	0	0	250	5,000	3,350	170	0			S106 and land would need to be handed back to the developer.	Proceed to programme but keep under review to ensure project start date aligns with housing development programme and the need for additional places.
A/C.01.051	Wisbech new primary	New 210 place primary school in response to housing development and the basic need requirement for additional places	Fenland	Uncommitted	8,940	0	0	0	0	250	8,520	170	4,458	6,607	Proposed new housing development is likely to generate the need for this additional primary provision.	Review pupil demographic data to ensure the project start date aligns with housing development and that places are not provided ahead of when they are needed.
A/C.01.052	NIAB 2nd primary	New 420 place primary school and 52 Early Years places together with community facilities in response to the planned growth of the Cambridge North West Fringe	Cambridge City/South Cambridgeshire	Uncommitted	11,900	0	0	0	0	0	250	11,650	430	637	Site and S106 contribution would be required to be paid back to the developer. Pupil places would have to be accommodated elsewhere in the city, requiring possible transport and additional accommodation being provided in City schools.	Proceed to programme but keep under review to ensure project start date aligns with housing development programme and the need for additional places.

A/C.01.056	Alconbury Weald 2nd primary	New 420 place primary school and 52 Early Years places together with community facilities in response to the planned growth of the Alconbury Weald development	Huntingdonshire	Uncommitted	11,750	0	0	0	0	400	8,100	3,250	0	0	Site and S106 would have to be handed back to the developer and pupil places would have to be accommodated elsewhere in Huntingdonshire, requiring possible transport and additional accommodation being provided in Huntingdonshire schools	Proceed to programme but keep under review to ensure project start date aligns with housing development programme and the need for additional places.
A/C.01.057	Northstowe 3rd primary	New 420 place primary school and 52 Early Years places together with community facilities in response to the planned growth of the Northstowe	South Cambridgeshire	Uncommitted	11,900	0	0	0	0	0	250	11,650	0	0	Site and S106 contributions would have to be handed back to the developer. The implication would be that there would be no provision for primary age pupils in the Northstowe development.	Proceed to programme but keep under review to ensure project start date aligns with housing development programme and the need for additional places.
A/C.01.061	Gamlingay Primary School	Adaptation, refurbishment and 120 place extension (4 classrooms) together with new hall of the former Gamlingay Village College to provide suitable and sufficient accommodation for a 420 place primary school. Relocation of the current Gamlingay Primary School on completion of building work	South Cambridgeshire	Handover January 2019	4,800	4,644	156	0	0	0	0	0				Decision required on future use of the current Primary School accommodation and site.
A/C.01.062	Waterbeach Primary School	210 place expansion in response to basic need requirement for additional places in the school's catchment area	South Cambridgeshire	About to start on site	6,759	819	5,600	200	140	0	0	0				
A/C.01.063	Wintringham Park Primary, St Neots	First phase of development of new primary school delivered through provision of temporary accommodation on The Round House Primary School site.	Huntingdonshire	Completed	704	668	36	0	0	0	0	0				
A/C.01.065	New Road Primary, Whittlesey	Expansion from 210 to 420 places in response to the basic need requirement for additional primary school places in the town.	Fenland	Uncommitted	6,808	722	5,500	400	186	0	0	0	6,786	10,398	Temporary accommodation already situated on site. If project were not to proceed further temporary accommodation (6 classrooms) would be required to be provided on what is a restricted site.	Proceed but keep pupil numbers under review to ensure match between pupil demand and places is maintained.
A/C.01.066	Bassingbourn	Expansion to 420 places in response to change of use of the MOD Barracks in the village and the basic need requirement for additional places to serve the school's catchment area	South Cambridgeshire	Committed	3,050	150	2,715	150	35	0	0	0	3,235	4,959		
A/C.01.067	WING Development - Cambridge	New 420 place primary school and 52 Early Years places together with community facilities in response to housing development north of Newmarket Road	Cambridge City/South Cambridgeshire	Uncommitted	9,850	400	6,400	2,800	250	0	0	0	0	0	Site and S106 funds would have to be handed back to the developer. There are insufficient primary school places in Cambridge City schools to accommodate the additional demand generated from the development. School approved as a Free School under the DfE's centrally commissioned programme.	Proceed to programme but keep under review to ensure project start date aligns with housing development programme and the need for additional places.
A/C.01.068	St Philip's Primary School	120 place expansion in response to basic need requirement for additional places in the area served by the school	Cambridge City	Uncommitted	3,500	10	60	180	2,300	900	50	0	250	376	A major housing development site is progressing for housing redevelopment which is forecast to generate additional demand for pupil places in this part of the City. The Council has previously been challenged by families living in the area of the school over having to accept places at other schools due to over-subscription from within the school's catchment.	Proceed to programme but keep pupil demographic data under review.
A/C.01.069	Caldecote Primary	120 place expansion in response to basic need requirement for additional places in the area served by the school	South Cambridgeshire	Uncommitted	3,890	10	0	0	100	150	2,700	930	2,960	4,386	Inability to meet demand from within the school's catchment area resulting in the need to transport children to other schools.	Proceed to programme but keep pupil demographic data under review.
<b>Total - Basic Need - Primary</b>					<b>273,604</b>	<b>99,629</b>	<b>50,972</b>	<b>27,105</b>	<b>24,792</b>	<b>18,631</b>	<b>24,645</b>	<b>27,830</b>	<b>48,813</b>	<b>73,414</b>		
A/C.02	Basic Need - Secondary															
A/C.02.003	Littleport secondary and special	New 600 place school (with core facilities sufficient to enable the school to increase in size to provide 750 places in due course in response to basic need requirement for additional places. Core includes sports hall, kitchen and staff/admin facilities. Co-located 110 place 2-19 area special school. 52 Early Years places.	East Cambridgeshire	Completed	43,381	43,187	194	0	0	0	0	0				
A/C.02.004	Bottisham Village College	Expansion to 1500 places (10FE) in response to basic need within the school's catchment area	East Cambridgeshire	Completed	14,969	14,659	240	70	0	0	0	0				
A/C.02.006	Northstowe secondary	Phase 1 of a 3-phase building project to create a new 1800 place 11-16 school to serve this new town. Phase 1 will provide 600 places together with the core facilities suitable and sufficient for the school's eventual planned size of 12FE. 'Core' includes sports hall, kitchen and staff/admin facilities. New 110 place 2-19 area special school and community sports provision.	South Cambridgeshire	On site	50,373	9,678	33,000	5,500	1,500	500	195	0				
A/C.02.007	North West Fringe secondary	Phase 1 of a potential 2-phase project to create a new secondary school to serve the North West Fringe developments. Phase 1 will provide 600 places	Cambridge City/South Cambridgeshire	Uncommitted	20,518	236	2,500	12,700	4,700	382	0	0	850	1,313	Secondary aged pupils would not have a local school to attend. Site and Section 106 contribution would have to be handed back to the developer. Sponsor (CMAT) secured for the school through the Council's new school competition process.	Keep in the programme but review start year.
A/C.02.008	Chesterton Community College	Expansion to provide an additional 300 places in response to demographic demand for places in the north of the City	Cambridge City	Committed	18,355	16,620	1,550	185	0	0	0	0	5,543	8,277		

A/C.02.009	Alconbury Weald secondary and Special	Phase 1 of a planned 2-phase project to create a new secondary school to serve the Alconbury Weald development. Phase 1 consists of 600 places together with the core facilities suitable and sufficient for the school's eventual planned size of 1200 places (8F). 'Core' includes sports hall, kitchen and staff/admin facilities. New 110 place 2-19 area special school.	Huntingdonshire	Uncommitted	40,900	0	350	4,000	30,000	6,000	550	0	14,600	21,606	Secondary aged pupils would not have a local school to attend. There is a significant shortfall of SEND provision in Huntingdonshire. Existing special schools are to capacity. Pupils would need to be placed out of County. Site and Section 106 contribution would have to be handed back to the developer. The secondary school is an approved free school under the DfE's centrally commissioned free school programme. The sponsor for the special school, Spring Common Academy, was approved following a Council-run competition process	Proceed to programme.
A/C.02.010	Cambourne Village College	Phase 2: Expansion by 300 places	South Cambridgeshire	Committed	19,022	12,021	6,500	350	151	0	0	0				
A/C.02.011	New secondary capacity to serve Wisbech	Phase 1 of a potential 2-phase project to create a new secondary school to serve Wisbech and the immediate surrounding area. Phase 1 would provide 600 places together with the core facilities suitable and sufficient for an 800 place (8FE) school. 'Core' includes sports hall, kitchen and staff/admin facilities. Co-located replacement for the Wisbech site of Unity School which the Council leases. Unity is a school operating on two sites (the second in St Neots) serving young people with Social, Emotional and Mental Health needs aged 11-18.	Fenland	Uncommitted	38,800	800	14,000	22,000	1,500	500	0	0	34,846	52,962	Sufficient secondary pupil places would not be available in Wisbech to meet basic need demand. The replacement SEMH provision will replace existing substandard temporary provision (leased accommodation) and provide additional places, ensuring children and young people do not have to travel to St Neots to access suitable placements.	Progress to programme but review the plan to include core facilities for an 8FE school as part of Phase 1. The cost saving of not doing so is estimated in the order of £3-5m
A/C.02.012	Cromwell Community College	150 place expansion of 11-16 element of this 4-18 school	Fenland	Uncommitted	8,320	300	5,500	2,250	270	0	0	0	2,000	2,961	Insufficient secondary pupil places available to meet in-catchment need and the potential need to transport children to other schools.	Proceed to programme.
A/C.02.013	St. Neots secondary	Expansion of Ernulf and Longsands academies in response to planned housing development east of the railway line	Huntingdonshire	Uncommitted	11,130	0	0	0	500	6,500	3,940	190	700	1,068	Risk of not undertaking scheme would be insufficient pupil places in St Neots.	Proceed to programme but keep under review in the light of up-to-date demographic data and existing available spare capacity at Ernulf.
A/C.02.014	Northstowe secondary	Phase 2: Expansion by 600 places to provide a total of 1200 11-16 places in response to growth of the town	South Cambridgeshire	Uncommitted	11,860	0	0	0	520	6,500	4,620	220	8,690	13,109	Insufficient secondary pupil places available to meet in-catchment need and the potential need to transport children to other schools.	Proceed to programme but keep under review to ensure project start date aligns with housing development programme and the need for additional places.
A/C.02.015	Sir Harry Smith, Whittlesey	150 place expansion in response to basic need requirement for additional places in the town	Fenland	Uncommitted	5,000	15	150	2,800	1,900	135	0	0	0	0	Insufficient secondary pupil places available to meet in-catchment need and the potential need to transport children to other schools.	Proceed to programme but keep pupil demographic data under review.
A/C.02.016	Cambourne West	New 800 place school with 300 place sixth form in response to planned housing development and the basic need requirement for additional places	South Cambridgeshire	Uncommitted	38,500	160	270	390	550	24,600	12,000	530	19,660	29,690	Development has been approved as part of the South Cambridgeshire Local Plan. Site and S106 would need to be handed back to the developer if we were not to proceed. There is no surplus secondary accommodation available in Cambourne.	Proceed to programme.
<b>Total - Basic Need - Secondary</b>					<b>321,128</b>	<b>97,676</b>	<b>64,254</b>	<b>50,245</b>	<b>41,591</b>	<b>45,117</b>	<b>21,305</b>	<b>940</b>	<b>86,889</b>	<b>130,986</b>		
A/C.03	Basic Need - Early Years															
A/C.03.003	LA maintained Early Years Provision	Funding which enables the Council to increase the number of free Early Years funded places to ensure it meets its statutory obligation to secure sufficient and suitable provision for children aged 2-4. This includes providing one-off payments to external providers to help meet demand as well as increasing capacity attached to Cambridgeshire primary schools.			5,718	5,518	100	100	0	0	0	0				
<b>Total - Basic Need - Early Years</b>					<b>5,718</b>	<b>5,518</b>	<b>100</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>		
A/C.04	Adaptations															
A/C.04.004	Morley Memorial Primary	60 place expansion together with internal re-modelling and 52 Early Years places	Cambridge City	Completed	4,037	3,960	77	0	0	0	0	0				
A/C.04.006	Sawtry Village Academy	New block build to address serious Health, Safety and Wellbeing issues due to inadequate condition of existing accommodation.	Huntingdonshire	On site	2,000	1,200	800	0	0	0	0	0				
A/C.04.007	William Westley, Whittlesford	Adaptation to existing classrooms to ensure they are in accordance with current Building Bulletin guidance.	South Cambridgeshire	On site	351	1	0	0	0	35	300	15				
A/C.04.008	St Ives, Eastfield / Westfield / Wheatfields	Proposed amalgamation to create a 630 place primary school with nursery and out-of-school provision in place of the existing separate Infant and Junior schools. Additional places will be provided to meet basic need in the local area	Huntingdonshire	Uncommitted	14,231	312	5,600	7,800	350	169	0	0	14,231	21,131	The project provides for expansion, replacement of old accommodation and a significant number of temporary buildings. The Council has a long-standing policy preference for all-through primary schools in place of separate Infant and Junior schools. Additional temporary accommodation will be required in addition to the need to replace the existing temporary accommodation. Planning renewal for the existing mobiles is likely to meet objections from the Town and District Councils.	To proceed to programme.
<b>Total - Adaptations</b>					<b>20,619</b>	<b>5,473</b>	<b>6,477</b>	<b>7,800</b>	<b>350</b>	<b>204</b>	<b>300</b>	<b>15</b>	<b>14,231</b>	<b>21,131</b>		

A/C.05	Condition & Maintenance													
A/C.05.001	School Condition, Maintenance & Suitability	Funding that enables the Council to undertake work that addresses condition and suitability needs identified in schools' asset management plans, ensuring places are sustainable and safe.	Committed	24,350	0	2,000	2,350	2,500	2,500	2,500	2,500	12,500		
A/C.05.002	Kitchen Ventilation	Works to improve ventilation & gas safety in school kitchens (where gas is used for cooking) is required to comply with the Gas safety regulations BS 6173:2009.	Committed	1,650	1,000	500	150	0	0	0	0			
	<b>Total - Condition &amp; Maintenance</b>			<b>26,000</b>	<b>1,000</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>2,500</b>	<b>12,500</b>	<b>0</b>	<b>0</b>
A/C.07	Schools Managed Capital													
A/C.07.001	School Devolved Formula Capital	Funding is allocated directly to Cambridgeshire Maintained schools to enable them to undertake low level refurbishments and condition works.		10,050	0	1,005	1,005	1,005	1,005	1,005	1,005	5,025		
	<b>Total - Schools Managed Capital</b>			<b>10,050</b>	<b>0</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>1,005</b>	<b>5,025</b>	<b>0</b>	<b>0</b>
A/C.08	Specialist Provision													
A/C.08.001	Unity School	Rationalisation of the former Trinity School onto two sites, resulting in the closure of the Hartford (Huntingdon) and Foxton (South Cambridgeshire) sites and relocation of staff and students to significantly improved accommodation in St Neots. The funding covers purchase of a site in St Neots and its redevelopment for use both by Unity and local early years and childcare providers.	Huntingdonshire Completed	5,058	5,038	20	0	0	0	0	0			
A/C.08.003	SEN Pupil Adaptations	This budget is to fund child specific adaptations to facilitate the placement of children with SEND in line with decisions taken by the County Resourcing Panel.		600	0	150	150	150	150	0	0			
A/C.08.004	Replacement Pilgrim Pupil Referral Unit - Medical Provision	Replacement required as current site, which is leased from the NHS, will not be available for future use. The scheme will also provide much improved accommodation for this Outstanding provision	Cambridge City/South Cambridgeshire Uncommitted	4,000	0	0	0	0	150	3,850	0	4,000	6,029	The school is accommodated on land owned by the Health Authority which is planned for housing redevelopment. Replacement accommodation will be necessary as the housing development comes forward. The risk is insufficient pupil places for identified demand. Dialogue with the Health Authority and school should continue to arrive at an agreed solution.

A/C.08.006	Highfields, Ely	Phase 2: This scheme is provide essential ancillary facilities recommended for a school of this size and nature	East Cambridgeshire	Uncommitted	6,870	250	3,600	2,800	150	70	0	0	5,637	8,414	The Council has commissioned a two-year pilot project in partnership with the Active Learning Trust to provide post 19 education for young adults with complex SEND. The first students were admitted in September 2018 into the facility which is temporarily housed at Highfield Littleport. As Highfield Littleport grows to its planned 2-19 capacity of 110 places the post-19 facility will need to be relocated to Highfield Ely. The schdeme also addresses current accomodation deficiencies.	To proceed to programme.
A/C.08.007	Samuel Pepys	Expansion to 140 places	Huntingdonshire	Uncommitted	3,600	100	2,500	950	50	0	0	0	2,188	3,276	There are insufficient SEND places available in the current existing and planned SEND schools. There is an urgent need to review this provision. The risk of not proceeding is that children would have to be accommodated out of County. The school, however, is on a very constrained site, which presents significant challenges.	To undertake further review of existing Council-owned premises adjacent to the school to allow for possible expansion.
<b>Total - Specialist Provision</b>					<b>20,128</b>	<b>5,388</b>	<b>6,270</b>	<b>3,900</b>	<b>350</b>	<b>370</b>	<b>3,850</b>	<b>0</b>	<b>11,825</b>	<b>17,719</b>		
A/C.09	Site Acquisition & Development				600	0	150	150	150	150	0	0				
A/C.09.001	Site Acquisition, Development, Analysis and Investigations	Funding which enables the Council to undertake investigations and feasibility studies into potential land acquisitions to determine their suitability for future school development sites.		Committed	600	0	150	150	150	150	0	0	0	0		
<b>Total - Site Acquisition &amp; Development</b>																
A/C.10	Temporary Accommodation				12,500	0	1,500	1,500	1,500	1,500	1,500	5,000				
A/C.10.001	Temporary Accommodation	Funding which enables the Council to increase the number of school places provided through use of mobile accommodation. This scheme covers the cost of purchasing new mobiles and the transportation of provision across the county to meet demand.		Committed	12,500	0	1,500	1,500	1,500	1,500	1,500	5,000	0	0		
<b>Total - Temporary Accommodation</b>					<b>690,347</b>	<b>214,684</b>	<b>133,228</b>	<b>94,305</b>	<b>72,238</b>	<b>69,477</b>	<b>55,105</b>	<b>51,310</b>	<b>161,758</b>	<b>486,500</b>		
<b>Scheme currently not included in the 2019-20 Capital Plan; For consideration</b>																
	Benwick Primary				2,450	0		150	1,400	800	100		2,450	3,736		
	Wilburton Primary				500	0						500	500	754		
	Robert Arkenstall Primary				500	0						500	500	754		
	Spring Common	The project addresses significant suitability issues for the needs of severely disabled children and young people, providing much improved permanent accommodation for up to 175 pupils aged 2-19 with complex SEND.	Huntingdonshire	Uncommitted	3,000			100	2,500	400			3,000	4,514	There are insufficient SEND places available in the current existing and planned SEND schools. Spring Common School is operating well in excess of its permanent capacity as a result of the pressure on places. The risk of not proceeding is that children would have to be accommodated out of County.	To proceed to Milestone 2 to enable a more accurate cost estimate for this project to be established.
<b>Total</b>					<b>6,450</b>	<b>0</b>	<b>0</b>	<b>250</b>	<b>3,900</b>	<b>1,200</b>	<b>100</b>	<b>1,000</b>	<b>6,450</b>	<b>9,758</b>		

Funding	Total Funding £000	Previous Years £000	2019-20 £000	2020-21 £000	2021-22 £000	2022-23 £000	2023-24 £000	Later Years £000
<b>Government Approved Funding</b>								
Basic Need	120,712	54,938	6,905	20,626	10,000	10,000	9,654	8,589
Capital Maintenance	35,765	3,411	4,126	3,877	3,877	3,877	3,877	12,720
Devolved Formula Capital	10,050	-	1,005	1,005	1,005	1,005	1,005	5,025
Specific Grants	5,364	2,286	2,052	1,026	-	-	-	-
<b>Total - Government Approved Funding</b>	<b>171,891</b>	<b>60,635</b>	<b>14,088</b>	<b>26,534</b>	<b>14,882</b>	<b>14,882</b>	<b>14,536</b>	<b>26,334</b>
<b>Locally Generated Funding</b>								
Agreed Developer Contributions	86,878	17,400	15,472	8,429	11,861	8,500	11,100	14,116
Anticipated Developer Contributions	99,886	8,124	3,384	15,686	29,520	26,076	500	16,596
Prudential Borrowing	323,389	112,296	78,596	43,495	29,699	23,259	29,319	6,725
Prudential Borrowing (Repayable)	1	13,252	11,588	-1,197	-9,891	-2,040	-250	-11,461
Other Contributions	14,752	2,977	10,100	1,608	67	-	-	-
<b>Total - Locally Generated Funding</b>	<b>524,906</b>	<b>154,049</b>	<b>119,140</b>	<b>68,021</b>	<b>61,256</b>	<b>55,795</b>	<b>40,669</b>	<b>25,976</b>
<b>TOTAL FUNDING</b>	<b>696,797</b>	<b>214,684</b>	<b>133,228</b>	<b>94,555</b>	<b>76,138</b>	<b>70,677</b>	<b>55,205</b>	<b>52,310</b>

Option	Description	Key points	Cost
1	Expand both infant and junior schools, providing: a 3FE (270 place) Infant School with maintained nursery class, pre-school and out of school club (both operated by Club4U) and a 3FE (360 place) Junior School plus wrap around care (through existing out of school provision).	Status quo with separate infant and junior schools. All mobile accommodation would be replaced with permanent	Total cost £15,603,000. Includes £3,146,000 for a 10 year condition maintenance programme/property plan to maintain both schools.
2	Expand the Junior School to provide all through 3FE (630 place) Primary School. Demolition of Infant School.	All through primary school on the existing junior school site. All mobile accommodation would be replaced with permanent. Option of land disposal.	Total cost £14,703,000 including demolition costs. Includes a 10 year condition maintenance programme/property plan to maintain the Junior School.
3	Build a new 3FE (630 place) Primary School with early years provision, located on the combined site of the current Infant and Junior schools.	Achieves amalgamation. Purpose built all through primary, and early years and wrap around childcare facilities	Total cost £14,227,000. Includes demolition costs of both existing schools.

More detailed breakdown of the 3 Options

Option	(a) Description	(b) Advantages	(c) Disadvantages	Total Cost
1 – Eastfield	New reception and nursery accommodation on the former location of the Year 2 building.	The final scheme will replace all temporary mobile accommodation, including that used for out of school provision.	Relocation of pupil accommodation during construction works.	£15,603,000

	<p>A large flexible area would be designed to accommodate the library and ICT.</p> <p>The new build single storey element would also house the pre-school and out-of-school provision.</p> <p>A modest extension at the front of the school would provide senior management accommodation, a medical room and an interview room.</p> <p>The majority of the building would be unaltered but would be re-furbished to a defined scope to bring the teaching accommodation up to a similar standard as the new build classrooms.</p>	<p>This will become part of the school building.</p> <p>Building footprint is compact and economical, minimising corridor and circulation space.</p>	<p>Other than the kitchen facilities no other enhancement of facilities for pupils/staff are included. The existing hall will be used by an increased number of pupils including at lunch times.</p> <p>No potential to secure a capital receipt from sale of part of the site.</p> <p>Not supported by the schools.</p>	
1- Westfield	<p>A single storey extension would provide 4 additional Junior classrooms supported by a specialist learning zone for activities such as ICT, science and food technology.</p> <p>A spacious flexible teaching area would connect the</p>	<p>The layout is organised in zones reflective of age groups</p> <p>Offers increased opportunities for small group break out</p> <p>Building orientated to maximise utilisation of north light which is ideal for learning spaces</p>	<p>Re-location of pupil accommodation during construction works.</p> <p>Not supported by the schools.</p>	

	<p>new extension to the teaching block of the existing school and the new SEN accommodation would be located adjacent to these flexible learning zones.</p> <p>The supporting administrative accommodation would also require upgrading. This would provide a larger main office and head teacher's room. The staff room would be extended and amended to provide a new staff work area and hygiene room.</p> <p>Refurbishment of existing classrooms in order to provide a similar standard of teaching accommodation to that of the new build classroom wing.</p>	<p>Building footprint minimises corridor and circulation space</p> <p>Reasonably minimal disruption to existing classrooms</p>		
2 - Eastfield	Demolition of existing Infant School	School can be used during construction works Demolition of Infant School means only one set of	Not supported by the schools	£14,703,000

		condition/maintenance programme costs  Potential to release part of the site and generate a capital receipt		
2- Westfield	<p>A large two storey block to the east of the schools would house the Infant and early years (EY) facilities as well as enhance the existing Junior accommodation.</p> <p>Separate entrances to EY and school buildings.</p> <p>The nursery/EY and out-of-school care spaces would be located on the ground floor.</p> <p>10 new classrooms on first floor with access to flexible teaching areas, small group rooms, library zones and ICT areas.</p> <p>Increased administrative accommodation, including a new entrance lobby, larger main office and head teachers' room. The staff room would be extended and amended to provide a</p>	Includes option of land disposal	<p>Mobile classrooms will need to be relocated for the duration of the build works to enable the school to function.</p> <p>Not supported by the schools.</p>	

	<p>new staff work area and hygiene room.</p> <p>Refurbishment of existing classrooms in order to provide a similar standard of teaching accommodation to that of the new build classroom wing. Extension of existing Haven space to give a small hall adjacent to the main hall space.</p>			
3	<p>New build all-through 3FE Primary School serving 4-11 age range with nursery class, pre-school/wrap around care, all on one site. Would be comprised of a two-storey primary block and a single storey EY block.</p>	<p>Cost</p> <p>Provides potential zone of land receipt on eastern side of site (Pig Lane)</p> <p>Minimal disruption to the existing school facilities during construction process</p> <p>Building footprint is compact</p> <p>Large hall, small hall and studio facilities</p> <p>Existing separate schools to be demolished avoiding maintenance costs</p> <p>Potential to generate a capital receipt from sale of part of the site</p> <p>Supported by both schools.</p>	<p>Existing playing field site will be used for new proposed building and existing Westfield school site will be used for external sports/play areas.</p>	<p>£ 14,227,000 new build including demolition</p>



**RESOURCE FUNDING REQUEST FOR THE CONTINUATION OF THE POSITIVE BEHAVIOUR SUPPORT PROJECT**

**To:** Children and Young People's Committee

**Meeting Date:** 4<sup>th</sup> December 2018

**From:** Wendi Ogle-Welbourn (Executive Director, People & Communities)

**Electoral division(s):** All

**Forward Plan ref:** n/a **Key decision:** No

**Purpose:** To invite the Committee to consider making a recommendation to the General Purposes Committee to approve the resources required to commission an intensive support team to work with children and young people with learning disabilities and/or autism across Cambridgeshire & Peterborough who are at high risk of exclusion from local support and at risk of inpatient admission or 52 week placement as a consequence of challenging behaviour.

**Recommendation:** The Committee is asked to:

- a) recommend to the General Purposes Committee that it approve the funding of the resources not currently within the Council's base budget from the Council's Transformation Fund as summarised in Appendix A;
- b) provide comments to support this recommendation.

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## 1. BACKGROUND

- 1.1 The Cambridgeshire Positive Behaviour Support project was set up in April 2017 using £240,000 funding secured from the Transformation Fund to run for two years. The aim of the project was to work intensively with eight children identified as having severe learning disabilities, to reduce challenging behaviour, improve quality of life, and prevent exclusion from local supports. The financial case for the project was based on the high cost of out of county residential schools, and the success of similar projects nationally in reducing the need for such placements.
- 1.2 The team draw on Positive Behaviour Support (PBS) and Systemic frameworks in their work. They work flexibly across all settings in which the young person spends their time, and work with the entire family and professional network, using network meetings to encourage the kind of joined up approach that is described in good practice guidance but can be a challenge to achieve. PBS is a values led approach to working with people with learning disabilities which focuses on improving the quality of life (rights, inclusion, meaningful and purposeful activity) of a person and those who support them, increasing skills, and subsequently decreasing that person's reliance on challenging behaviour as a communication of unmet need. In addition to case work, the team have supported partner agencies in their work with challenging behaviour.
- 1.3 The offer is different from existing services that work with young people with disabilities and challenging behaviour in terms of the team's capacity to work intensively and proactively, to work flexibly including out of hours work, to respond to need in a timely way and prevent avoidable crises, to engage and work with the whole family and professional network, to take on a coordination role with large and complex multi-agency networks and thereby ensuring a more efficient and person-centred approach that is valued by families. Evidence both locally and nationally is that the cohort of young people with disabilities in residential schools are generally not more challenging or complex than those in local services, and that it is often a failure of local services to offer the above that is the problem. The project is overseen by an operational group which includes professionals from key partner agencies and parent representation from Pinpoint.
- 1.4 The team consists of 2.6 whole time equivalent (wte) clinical staff: a clinical psychologist, nurse and assistant psychologist. Line management and clinical supervision is provided by the social care clinical team leads. The team is currently at full capacity working with eight families. All of the children were identified by social care managers as being at high risk of exclusion from local supports due to challenging behaviour. All eight children continue to be supported locally. None have required a 52 week residential placement to date.
- 1.5 At any one time there are 15 – 20 young people with severe learning disabilities and challenging behaviour in 52 week out of county residential schools, using a significant proportion of local care, education and health budgets. In 2018 Cambridgeshire is spending £241,000 – 302,000 per year per child, living on average 102 miles from home. Taking an average placement cost figure of £270,000 if even four of the children taking part in the project had required a 52 week residential placement the placement costs alone for one year would have equated to over one million pounds (£1,080,000).

1.6 The project has achieved positive outcomes including significant cost avoidance. The most recent savings monitoring indicates the project is on track to achieve cost savings of £746,000 over the whole two year period – the original savings figure total was £300,000.

## **2. MAIN ISSUES**

2.1 There is no funding secured past the end of March 2019. Three proposals for next steps were presented to the Cambridgeshire and Peterborough Clinical Commissioning Group Joint Commissioning Unit meeting on 10<sup>th</sup> October 2018 (see Appendix B). These proposals included closing the project, attempting to secure funding for a further 12 months, and lastly, identifying multi-agency funding to develop the team and the service offer.

2.2 Support for the third option was firmly preferred based on national policy, Cambridgeshire data and learning from the project to date. Multi-agency funding would enable provision to be developed and continue contributing to achieving the aims of Transforming Care (such as better local services, reduction in in-patient admissions and residential school placements), as well as prevent future costs of residential school placements / in-patient admissions to the local authority and health. Funding would further enhance the existing team, build on expertise gained and relationships developed through the project (with local schools, respite and care provision, community support, parent and young person advocacy groups, social care, mental health services, child health services, transport, Statutory Assessment Team, Access to Resources Team etc). It would also allow the service offer to be developed as follows:

- Continue to work with the current client group picking up approximately ten new cases per year achieving net cost savings, retaining existing staff and expertise.
- Families known to the team would remain on a keeping in touch pathway so that we can quickly respond in a crisis as needed, thereby maintaining the gains made with the projects' involvement.
- Extend the offer to children who present with challenging behaviour beyond the current criteria (for example mild learning disability, autism without a learning disability).
- Extend the offer to helping children successfully return from out of county placements.
- Expand the team to include dedicated Speech and Language Therapy/Occupational Therapy/Support Work time to increase capacity and effectiveness, in line with similar projects nationally.
- Continue to develop links with related local services ensuring a coherent local offer / multi-agency challenging behaviour pathway that makes best use of existing resources and enables the development of a culture of inclusion of those young people with complex needs and severe challenging behaviour.
- Actively support work to develop local alternative educational provision for those young people with learning disabilities and/or autism who are at high risk of exclusion from local area special schools.

- Contribute to workforce development around challenging behaviour and PBS in keeping with Children and Young People Transforming Care Workforce recommendations.
- Extend the project to work across Peterborough City replicating the positive outcomes for children and young people and cost savings.

### **3.0 ALIGNMENT WITH CORPORATE PRIORITIES**

Continued funding for the Positive Behaviour Support project is key in achieving better outcomes for Cambridgeshire's and Peterborough's children and young people who have learning disabilities and/or autism, and who are at high risk of exclusion as a consequence of challenging behaviour. It will also enable significant savings to be realised, particularly in the Looked After Children budget.

#### **3.1 Developing the local economy for the benefit of all**

None identified.

#### **3.2 Helping people live healthy and independent lives**

By working intensively with children identified as having learning disabilities and/or autism, with the PBS and Transforming Care principles, to reduce challenging behaviour, improve quality of life, and prevent exclusion from local supports.

#### **3.3 Supporting and protecting vulnerable people**

As above.

### **4.0 SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

The financial implications are set out in this report.

#### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications arising directly from this report.

#### **4.3 Statutory, Legal and Risk Implications**

There are no significant implications arising directly from this report.

#### **4.4 Equality and Diversity Implications**

There are no significant implications arising directly from this report.

#### **4.5 Engagement and Communications Implications**

There are no significant implications arising directly from this report.

#### **4.6 Localism and Local Member Involvement**

There are no significant implications arising directly from this report.

#### **4.7 Public Health Implications**

There are no significant implications arising directly from this report.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Roger Brett
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Not applicable
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Not applicable
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Not applicable
<b>Have any engagement and communication implications been cleared by Communications?</b>	Not applicable
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Not applicable
<b>Have any Public Health implications been cleared by Public Health</b>	Not applicable

**5. SOURCE DOCUMENTS**

<b>Source Documents</b>	<b>Location</b>
None	

## Appendix A

### Investment Proposal Supporting Information / Transformation Fund Bid

<b>Bid Title</b>	Cambridgeshire Positive Behaviour Support Project
<b>Service Area / Directorate</b>	Transformation Team
<b>Sponsoring Director</b>	Wendi Ogle-Welbourn

<b>Brief Description of Bid</b>	<p>£490,000 is sought to commission an intensive support team to work with children and young people with learning disabilities (including autism) who are at high risk of exclusion as a consequence of challenging behaviour across both Cambridgeshire &amp; Peterborough.</p> <p>This team will build on the success of the Cambridgeshire Positive Behaviour Support project which began in April 2017 and has funding until the end of March 2019. This project sought and secured funding of £240,000 through the Transformation Fund and has achieved positive outcomes including significant cost avoidance. The most recent savings monitoring indicates the project is on track to achieve cost savings of <b>£746,000</b> over that same time period – the original savings figure total was £300,000.</p> <p>The investment sought will fund a multidisciplinary team composition to work across Cambridgeshire and Peterborough over two years:</p> <ul style="list-style-type: none"> <li>• Clinical Manager x 1</li> <li>• Nursing</li> <li>• Psychology</li> <li>• Speech &amp; Language Therapist</li> <li>• Support Workers</li> <li>• Occupational Therapist</li> <li>• Statutory Assessment Team</li> <li>• Psychiatry / Medical</li> </ul>
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	<p>The funding would also enable:</p> <ul style="list-style-type: none"> <li>the development of the provision and contribute to achieving the aims of Transforming Care (i.e. better local services, reduction in in-patient admissions and residential school and social care placements), as well as prevent future costs of residential school placements / in-patient admissions to the local authority and health.</li> <li>enhance the existing team, build on expertise gained and relationships developed through the original project (with local schools, respite and care provision, community support, parent and young person advocacy groups, social care, mental health services, child health services, transport, statutory assessment team, access to resources etc).</li> <li>the development and improvement of the service offer.</li> </ul>
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<b>Type of Bid</b>	Request to fund staffing costs for two years
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<b>Strategic Links</b>	Due to the return on investment which will be realised through the work of this team (as evidenced in the original Positive Behaviour Support project), it will support all of the strategic objectives, as it will mean significant savings which can go back into the overall Business Plan, to help towards our annual savings requirements, particularly in Special Educational Needs and Disabilities and Looked After Children.
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Cash Flow	19/20 £000	20/21 £000	Total
<b>Transformation Fund Investment</b>	245	245	490
<b>Peterborough Investment*</b>	105	105	210
<b>Total</b>	<b>350</b>	<b>350</b>	<b>700</b>
<b>Cost avoidance</b>	700	700	

\*Peterborough will be re-charged for their proportion; this has been cleared by Finance.

<b>Decision and Date</b>	
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## **Appendix B**

### **Cambridgeshire and Peterborough Clinical Commissioning Group Joint Commissioning Unit meeting on 10<sup>th</sup> October 2018 – PBS/intensive support**

**Proposal: Commissioning of an intensive support team to work with young people with learning disabilities and /or autism across Cambridgeshire & Peterborough who are at high risk of exclusion as a consequence of challenging behaviour**

**Total Cost: £ 350,000 per year**

#### **Background:**

Whilst policy and commissioning guidance (Transforming Care, 2012; Ensuring Quality Services, 2015; NICE 2018) emphasise the right to family life and inclusion in local communities, a significant number of young people with learning disabilities and / or autism and challenging behaviour in the UK are placed in 52 week residential schools (around 650) / NHS Assessment & Treatment Units (around 250) / in-patient units (see Gore et al, 2015 for an overview of the relevant issues).

In Cambridgeshire, 15-20 young people with severe learning disabilities and challenging behaviour are in out of county 52 week residential school placements at any one time (on average 3-4 per year). These cost on average £270,000 per annum (£241,000 – 302,000), shared across education, health, care). The vast majority remain in these provisions until adulthood. A significant number of young people with autism (not Learning Disability) are placed in 52 week residential schools or in-patient units. At the time of writing this report it had not been possible to access local data about this cohort of young people.

Although such placements can offer a detailed assessment of need, consistency of approach, and opportunities that may be difficult to achieve locally, they are also very expensive, difficult to monitor, often create greater dependency that is not realistic within adult services, and lead to loss of contact with family (McGill et al, 2015). Placements away from home are typically not welcomed by parents, young people, or practitioners, but usually result from exhaustion and a perceived lack of alternatives following exclusion from local schools, respite, transport and other provisions (Abbott, 2004). A local CLAHRC (Collaboration for leadership in applied health research and care) project (Casson, 2015) found that reasons for residential school placements being made by Cambridgeshire included overly complex and confusing local services / poorly coordinated crisis response with a lack of clarity around lead professional role / a tendency to 'throw resources at a problem' with little coordination / a lack of robust emergency respite provision / limited alternatives

when a special school or respite unit excludes a young person / a lack of available skilled and experienced staff who can offer hands on support and coordination in a crisis / a perception that residential schools are able to offer a more specialist approach.

**Transforming Care** is about enabling children, young people and adults with learning disabilities and /or autism and challenging behaviour to remain in their local communities and access the right support at the right time. It focusses on reducing the number of in-patient admissions and placements in 52 week residential schools. In order to achieve this, we know that we have to improve community- based services. Transforming Care groups and boards aim to work closely with families, young people and key stakeholders. Care Education and Treatment Reviews (CETR) for those at risk of in-patient or residential school admission, are used to scrutinise the issues and make recommendations in order for young people to remain in their communities with their families, or, if hospital placement is required, that this occurs for the shortest time possible and with the best treatment possible.

The **Cambridgeshire Positive Behaviour Support Project** (April 2017 – March 2019) is a small team (2.6 wte) offering intensive support based on PBS principles to eight young people with disabilities and challenging behaviour identified as at high risk of exclusion. The project has been funded through the social care transformation fund, and has achieved positive outcomes for all including significant cost avoidance.

Our most recent savings monitoring indicates the project is on track to achieve cost savings of **£746,000** over that same time period. This is consistent with national data from similar projects.

**2017/18 target of £174k - £154k was made with an additional £348k towards 2018/19 savings target of £522k which is captured below.**

**2018/19 target of £522k - £348k 'made' based on full year effect of work undertaken in 2017/18 with an additional £244k forecast already for 2018/19.**

**Overall target of £696k against which £746k is forecast.**

Evaluations of intensive support teams working with young people with disabilities and challenging behaviour nationally have demonstrated a high level of success in preventing residential school placements as well as considerable **cost savings / prevention of future costs** (e.g. Bristol PBS Service, Ealing Intensive Therapeutic Short Breaks Service, Norfolk Starfish Plus). Economic analysis by health economists at LSE (Lemmi et al, 2015) indicate that the overall costs of a local support package (health, education, care) for a young person with severe learning disabilities and challenging behaviour, including intensive support team involvement is around £100,000 per annum (in comparison with £250,000 for a residential school placement or £350,000 for in-

patient). This is in line with costs calculated for those on our current caseload (range £70,000 - £120,000 including PBS Project involvement).

**Positive Behaviour Support** is a framework for understanding and responding to challenging behaviour based on person-centred values, behavioural science, and the use of evidence. Interventions focus on developing skills and quality of life for young people and those that support them, as well as a reduction in challenging behaviour.

Funding for the PBS Project ends in March 2019. We propose that continued multi-agency funding would enable us to develop the provision and contribute to achieving the aims of Transforming Care (i.e. better local services, reduction in in-patient admissions and residential school placements), as well as prevent future costs of residential school placements / in-patient admissions to the local authority and health.

Further funding would sustain the existing team, build on expertise gained and relationships developed through the project (with local schools, respite and care provision, community support, parent and young person advocacy groups, social care, mental health services, child health services, transport, Statutory Assessment Team, Access to Resources Team etc).

The following options are presented for consideration. Option C is our firmly preferred option based on national policy, Cambridgeshire data and learning from the PBS project to date.

#### **Option A. Project closes April 2019**

Risk: Financial cost to LA, social care and education  
Loss of highly valued, skilled staff members in the context of a national recruitment challenge within these professions  
Loss of team that is effective in challenging unhelpful local practice and advocating for more efficient and effective local systems

Benefits: Families known to the team will have had a good experience of services and cost savings will have been made

#### **Option B. Extend existing arrangements for a further 12 months at a cost of £140k**

Risk: Project is fragile due to the size of the team (2.6 wte equivalent) and it may prove difficult to retain staff long term in temporary positions

Benefits: The model has proved to be effective in all original aims and can continue to generate cost savings to the LA while improving quality of life

A commitment to further funding now would enable the project to take on additional long term work whilst multi-agency funding is sought

### **Option C. Identify multi-agency funding to develop and extend the offer long term**

Risk: None identified

Benefits: Opportunity to build on existing links with local services (e.g. [Child and Adolescent Mental Health Service](#), Occupational Therapy, Speech and Language Therapy, Young Adults Team, local respite provision)

The model has proven to be effective in all original aims and can continue to generate cost savings to education, health and social care, while improving quality of life for children and families

We would like to develop the **service offer** as follows:

- Continue to work with the current client group picking up five new cases per year achieving net cost savings, retaining existing staff and expertise
- Families known to the team would remain on a keeping in touch pathway so that we can quickly respond in a crisis as needed, thereby maintaining the gains made with the projects' involvement
- Extend the offer to children who present with challenging behaviour beyond the current criteria (e.g. mild learning disability, autism without a learning disability).
- Extend the offer to helping children successfully return from out of county placements
- Expand the team to include dedicated Speech and Language Therapy/Occupational Therapy/Support Work time to increase capacity and effectiveness, in line with similar projects nationally
- Continue to develop links with related local services ensuring a coherent local offer / multi-agency challenging behaviour pathway that makes best use of existing resources and enables the development of a culture of inclusion of those young people with complex needs and severe challenging behaviour

- Actively support work to develop local alternative educational provision for those young people with learning disabilities who are at high risk of exclusion from local area special schools
- Contribute to workforce development around challenging behaviour and PBS

Work is needed to better understand the Peterborough context around use of residential schools and in-patient facilities for challenging behaviour, and engaging key stakeholders. We have been offered support through CLAHRC (Collaboration for leadership in applied health research and care) (Professors John Gabbay and Andree Le May) to undertake this work and support implementation of an intensive PBS offer, thereby increasing the future effectiveness of the team.

We propose that **cases are identified through** a combination of 1. County Resource Panel 2. Transforming Care risk register 3. The development of a mechanism whereby cases can be identified more proactively. With the following **inclusion criteria**:

- Child or young person has a learning disability and / or autism
- Severe challenging behaviour that places them at risk of breakdown in at least one setting (home / school / respite) and placement in residential school or hospital
- Family and professional network are motivated to work with the team
- Intensive support is not already being offered by an existing service

We propose the following multidisciplinary **team composition to work across Cambridgeshire and Peterborough (costings)**

- Clinical Manager x 1
- Nursing
- Psychology
- Speech & Language Therapist (1 day per week)
- Support Workers
- Occupational Therapist (1 day per week)
- Statutory Assessment Team – work of the team would be greatly facilitated if there were a specialist casework officer attached to the Transforming Care at risk register (in terms of supporting the development of more creative bespoke educational provision, challenging a culture of exclusion locally)

- Psychiatry / Medical – for Cambridgeshire and Peterborough Foundation Trust (CPFT) to continue to support monthly consultation with Consultant Psychiatrist (neurodevelopmental team)
- Access to clinicians with specialist expertise (e.g. family therapy, VIG, attachment based therapies) from the social care clinical team
- Trainee clinical psychologists and trainee learning disability / mental health nurses (paid by clinical training courses)

We would propose the team continues to be hosted by social care clinical team and overseen by the lead psychologist in post. Ideally the team would be based in a facility in which we were able to work directly with the young people (e.g. educational / respite unit) and co-located with key staff members.

## **Key references**

### **Websites:**

Paving the Way - policy / commissioning and practice guidance / resources for practitioners and families / links to PBS Coalition <http://pavingtheway.works/>

### **Key policy, commissioning and practice guidance:**

Department of Health (2012). *Transforming Care: a national response to Winterbourne View Hospital*. DoH: London

Department of Health (2007) *Services for People with Learning Disabilities and Challenging Behaviour or Mental Health Needs* (revised edn). (TSO) The Stationery Office

[https://www.kent.ac.uk/tizard/research/research\\_projects/dh2007mansellreport.pdf](https://www.kent.ac.uk/tizard/research/research_projects/dh2007mansellreport.pdf)

Local Government Association (2014). *Ensuring Quality Services: core principles for the commissioning of services for children, young people, adults and older people with learning disabilities and/or autism who display or are at risk of displaying behaviour that challenges*.

[www.local.gov.uk/...Ensuring+quality+services/085fff56-ef5c-4883-b1a1-d6810caa9](http://www.local.gov.uk/...Ensuring+quality+services/085fff56-ef5c-4883-b1a1-d6810caa9)

NICE (2015) *Challenging Behaviour and Learning Disabilities: Prevention and Interventions for People with Learning Disabilities Whose Behaviour Challenges* (NG11)

<https://www.nice.org.uk/guidance/ng11>).

NICE Challenging Behaviour Service Design and Delivery (2018)

<https://www.nice.org.uk/guidance/ng93>

Royal College of Psychiatrists, British Psychological Society (2016). *Challenging behaviour: a unified approach – update. Clinical and service guidelines for supporting children, young people*

*and adults with intellectual disabilities who are at risk of receiving abusive or restrictive practices*  
(<http://www.rcpsych.ac.uk/usefulresources/publications/collegereports/cr/cr144.aspx>)

## **PBS**

Key messages

### **Summary of research into use of 52 week residential school placements:**

Gore,N. et al (2015). Residential school placements for children and young people with intellectual disabilities – their use and implications for adult social care. NIHR School for Social Care Research [www.sscr.nihr.ac.uk/PDF/ScopingReviews/SR10.pdf](http://www.sscr.nihr.ac.uk/PDF/ScopingReviews/SR10.pdf)

### **Examples of service initiatives to prevent out of area residential school placement):**

Gore,N et al (2015) – overviews of Ealing Intensive Therapeutic and Short Breaks Service, Bristol Positive Behaviour Support Service, York Family Intervention Rapid Support Team, East Sussex Family Intensive Support Service [www.sscr.nihr.ac.uk/PDF/ScopingReviews/SR10.pdf](http://www.sscr.nihr.ac.uk/PDF/ScopingReviews/SR10.pdf)

Jackson Brown,F et al (2014). Supporting special school placements at risk of breakdown: behavioural and financial outcomes. International Journal of Positive Behavioural Support, 4 (1), 24 – 37.

Sholl, C, Reid, C, & Udwin,O. (2014). Preventing residential care for young people with intellectual disabilities and challenging behaviours: the development of the Ealing Intensive Therapeutic and Short Breaks Service. ACAMH Occasional Paper No.32

### **Economic case for intensive support – disabilities and challenging behaviour**

Lemmi, Valentina and Knapp, Martin and Brown, Freddy Jackson (2016) Positive behavioural support in schools for children and adolescents with intellectual disabilities whose behaviour challenges: an exploration of the economic case Journal of Intellectual Disabilities, 20 (3). 281-295. ISSN 1744-6295

Lemmi, Valentina and Knapp, Martin and Gore, Nick and Cooper, Vivien and Brown, Freddy Jackson and Reid, Caroline and Saville, Maria (2016) What is standard care for people with learning disabilities and behaviour that challenges and what does it cost? British Journal of Learning Disabilities, 44 (4). 309-321. ISSN 1354-4187

**FREE SCHOOL PROPOSALS**

*To:* **Children & Young People’s Committee**

*Meeting Date:* **4 December 2018**

*From:* **Wendi Ogle-Welbourn, Executive Director: People & Communities**

*Electoral division(s):* **All**

*Forward Plan ref:* **n/a** *Key decision:* **No**

*Purpose:* **To advise Members on the latest position regarding Wave 11 and Wave 12 free schools in Cambridgeshire approved to pre-implementation stage by the Department for Education (DfE) and of the levels of interest with regard to establishing new schools in Cambridgeshire via Wave 13 of the government’s central free school programme.**

*Recommendation:* **To note:**

- a) the latest position regarding Wave 11 and Wave 12 free schools in Cambridgeshire;**
- b) the level of interest with regard to establishing new schools in Cambridgeshire via Wave 13 of the government’s central free school programme.**

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
Name:	Clare Buckingham	Names:	Councillor Simon Bywater
Post:	Strategic & Policy Places Planning Manager	Post:	Chairman, Children and Young People Committee
Email:	<a href="mailto:Clare.buckingham@cambridgeshire.gov.uk">Clare.buckingham@cambridgeshire.gov.uk</a>	Email:	<a href="mailto:Simon.bywater@cambridgeshire.gov.uk">Simon.bywater@cambridgeshire.gov.uk</a>
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## 1. BACKGROUND

1.1 “Free school” is the Department for Education’s (DfE) policy term for all new provision academies whereas “academy” is a legal term for state-funded schools that operate independently of local authorities (LAs) and receive their funding directly from the government. They are established by one of two routes, via:

- potential sponsors applying directly to the Department for Education (DfE) or
- the Council’s established sponsor selection process (known as the free school presumption).

New schools established under the presumption route are not required to use the term “free school” in their name.

1.2 Until September 2016 (Wave 12) there had been two application windows annually, in March and September respectively, for potential sponsors to submit free school proposals directly to the DfE. Wave 13 (the first since the general election in June 2017) was announced in May 2018.

## 2. WAVE 11 CENTRAL FREE SCHOOL PROGRAMME

2.1 Alconbury Weald Secondary School

2.1.1 No new information

## 3 WAVE 12 OF CENTRAL FREE SCHOOL PROGRAMME (see Appendix 1 for details)

3.1 Godmanchester Secondary Academy

No new information

3.2 Cambridge Post-16 Maths School (The Cambridgeshire Educational Trust)

A site to the north of Cambridge (CB4) has been identified for this free school.

3.3 St Neots Secondary Academy (Advantage Schools Trust)

The search for a site for this free school by LocatED (the property arm of the DfE) remains paused.

3.4 St Bede’s Inter-Church School

3.4.1 A site has been identified by LocatED at East Fen Common, Paddock Street in the Eastern Gateway development area of Soham. The local schools and officers have concerns over the location and the basic need case for a new secondary school in this part of the county. The DfE has confirmed that it is committed to exhausting all options to enable St Bede’s to replicate its outstanding offer in Soham but will take into account the latest updated forecast information and consider the impact of a new school on existing local schools before coming to a final decision. A meeting between officers, the Trust and DfE reps is scheduled to take place on 20 December to discuss the proposal further.

3.5 Wing Primary (Anglian Learning Trust)

No new information.

3.6 Cambridge City Free School (Knowledge Schools Trust)

No new information.

3.7 Northstowe Special Academy (Cambridge Meridian Academies Trust)

The Education campus which includes the special school, has been granted planning permission and work is now progressing at pace to ensure that the school opens in 2019/20.

#### 4 WAVE 13 OF CENTRAL FREE SCHOOL PROGRAMME

4.1 The Department for Education (DfE) is looking to approve around 35 mainstream free schools in total, across all phases, in this latest wave. It has set criteria targeting areas with the lowest educational performance:

- where there is demonstrable basic need for a high proportion of the additional school places that the free school will provide; and
- in a district identified by the DfE as having the lowest standards and lowest capacity to improve

It is encouraging applications where there are not currently free schools established through the central free school programme. Maps published with the announcement of Wave 13 include Huntingdonshire, Fenland and East Cambridgeshire and Peterborough as 'target' areas.

4.2 As in previous Waves, the DfE indicated that they would seek comments from the Local Authority (LA) to determine whether there is basic need and to consider whether any application fits with any local school improvement strategies. Officers were invited to comment on 17 expressions of interest from 10 different multi academy trusts (MATs) most of which had attended the event held on the 3 July 2018 where the Service Director for Education had shared with them the Council's requirements for new schools in the immediate future.

4.3 Consequently there were fewer applications than in previous rounds to establish free schools in locations where there is not a basic need identified by the LA. The DfE has recently published the list of 124 applications received nationally by the closing date of 5 November. 12 of these (from 6 Multi-Academy Trusts (MATs) have been received for Cambridgeshire. Cambridgeshire received the most applications of any local authority. These applications are now being processed at the DfE and we expect to hear in early January which of them are to proceed to interview/assessment panel stage. Final decisions are expected to be announced by the DfE in late March/early April 2019.

4.4 The DfE has expressly stated: *Although we welcome your comments, we would ask that you do not share details of any individual application with anyone outside of that proposer group while the assessment is ongoing.* **Appendix 2** lists the 12 applications.

#### 5. ALIGNMENT WITH CORPORATE PRIORITIES

## **5.1 Developing the local economy for the benefit of all**

5.1.1 Providing access to local and high quality education and associated children's services should enhance the skills of the local workforce and provide essential childcare services for working parents or those seeking to return to work. Schools and early years and childcare services are providers of local employment

## **5.2 Helping people live healthy and independent lives**

5.2.1 If pupils have access to local schools and associated children's services, they are more likely to attend them by either cycling or walking rather than through local authority-provided transport or car. They will also be able to access more readily out of school activities such as sport and homework clubs and develop friendship groups within their own community. This should contribute to the development of both healthier and more independent lifestyles.

## **5.3 Supporting and protecting vulnerable people**

5.3.1 Providing a local school will ensure that services can be accessed by families in greatest need within its designated area.

# **6 SIGNIFICANT IMPLICATIONS**

## **6.1 Resource Implications**

6.1.1 Where new schools are commissioned to meet basic need local authorities are responsible for the pre-opening start-up and post-opening diseconomy of scale costs. These are currently met from centrally retained Dedicated Schools Grant (DSG) funding which is subject to annual Schools Forum approval. Recently announced national policy changes have impacted on how growth funding is allocated to individual local authorities, but the mechanism for the funding of new schools has not been addressed. Given this current burden of revenue expenditure, the Council will only consider commissioning new schools where there is no possible alternative.

6.1.2 The Education Skills Funding Agency (ESFA) will continue to fund start-up and diseconomy costs for new free schools where they are not being opened to meet the need for a new school as referred to in section 6A of the Education and Inspections Act 2006. Construction costs are also met centrally by the ESFA, although future basic need allocations will be adjusted to take account of the additional capacity created.

6.1.3 Where schools are to be established where there is no identified basic need for places, this will have a significant impact on the rolls of existing schools and the funding they will receive.

## **6.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

6.2.1 All new free schools which are designed and built by the Council are done so under its framework arrangements. The DfE require to Council to complete a business case for each of these.

### **6.3 Statutory, Legal and Risk Implications**

Where the Council has negotiated the land for a new school through s106 agreements and/or the land is in the Council's ownership, the Council will grant a standard 125 year Academy lease of the whole site (permanent school site) to the successful sponsor based on the model lease prepared by the DfE as this protects the Council's interest by ensuring that:

- the land and buildings would be returned to the Council when the lease ends;
- use is restricted to educational purposes only;
- the Trust is only able to transfer the lease to another educational establishment provided it has the Council's consent.

The Trust (depending on the lease wording) is only able to sublet part of the site with approval from the Council. If the ESFA or the Trust acquires the land the above approach would not apply.

### **6.4 Equality and Diversity**

6.4.1 The Council is committed to ensuring that children with special educational needs and/or disability (SEND) are able to attend their local mainstream school where possible, with only those with the most complex and challenging needs requiring places at specialist provision.

6.4.2 The accommodation provided by the Council will fully comply with the requirements of the Public Sector Equality Duty and current Council standards.

6.4.3 As part of the planning process for new schools, local authorities must also undertake an assessment of the impact, both on existing educational institutions locally and in terms of impact on particular groups of pupils from an equalities perspective.

### **6.5 Engagement and Communications Implications**

6.5.1 All new school projects, whether initiated by the Council or via the central DfE process, are subject to a statutory process which includes public consultation requirements.

### **6.6 Localism and Local Member Involvement**

6.6.1 Officers encourage school sponsors appointed through the central free school programme to engage with the local communities in which the school will be sited including with the relevant local member.

### **6.7 Public Health Implications**

6.7.1 It is Council policy that schools:

- should be sited as centrally as possible to the communities they serve, unless location is dictated by physical constraints and/or the opportunity to reduce land take by providing playing fields within the green belt or green corridors;
- should be sited so that the maximum journey distance for a young person is less than the statutory walking distances (3 miles for secondary school children, 2 miles for primary school children)
- should be located close to public transport links and be served by a good network of walking and cycling routes
- should be provided with Multi-use Games Areas (MUGAs) and all weather pitches (AWPs) to encourage wider community use of school

6.7.2 There is also an expectation that schools will provide access to and use of the school's accommodation for activities e.g. sporting, cultural, outside of school hours.

6.7.3 New schools will have an impact on the Public Health commissioned services such as school nursing, vision screening, National Childhood Measurement

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Martin Wade
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer:
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Jon Lewis
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Jo Dickson
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Jon Lewis

<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Tess Campbell

<b>Source Documents</b>	<b>Location</b>
<p>Information and guidance relating to Wave 13 of the government's free school programme  <a href="https://www.gov.uk/government/publications/free-school-application-guide">https://www.gov.uk/government/publications/free-school-application-guide</a></p> <p>Information and guidance relating to applications to open new special or alternative provision free schools  <a href="https://www.gov.uk/government/publications/special-free-school-applications">https://www.gov.uk/government/publications/special-free-school-applications</a></p> <p>The Free School Presumption: Departmental advice for local authorities and new school proposers. February 2016  <a href="https://www.gov.uk/government/publications/establishing-a-new-school-free-school-presumption">https://www.gov.uk/government/publications/establishing-a-new-school-free-school-presumption</a></p> <p>National List of Wave 13 free school applications  <a href="https://www.gov.uk/government/publications/free-schools-application-information-for-wave-13/wave-13-free-school-applications">https://www.gov.uk/government/publications/free-schools-application-information-for-wave-13/wave-13-free-school-applications</a></p> <p>New School Funding Policy 2018/19</p>	<p>Clare Buckingham  0-19 Place Planning &amp;  Organisation Service  Octagon 2nd floor  OCT1213, Shire Hall,  Cambridge</p>

**List of the Wave 12 applications from sponsors to open new free schools in Cambridgeshire announced by DfE on 13 April 2017.**

Name of school	Type of school	Location	Trust	Size	Basic Need
St Neots Academy	Mainstream secondary 11-16	No site	Advantage Schools Trust (formerly Bedford & Kempton Free School Trust)	4 FE/600 places	No
Godmanchester Secondary Academy	Mainstream Secondary 11-16	No site	Cambs Educational Trust (Chesterton)	5 FE/750 places	No
St Bede's Inter-church School	Mainstream Faith 11-16	Site identified	St Bede's	6FE/900 places	Yes
Cambridge Maths School	Post-16 specialist science, technology, maths (STEM)	Site identified	Cambs Educational Trust	Up to 300 places	No
Wing Primary	3-11 primary and early years	Wing development East Cambridge	Anglian Learning Trust	2FE/420 places	Yes
Cambridge City Free School	11-18 secondary and sixth form	Potentially in east of Cambridge City	(Knowledge Schools Trust (formerly West London Free School Academy Trust))	840 places total	Yes 11-16 No 16-18
The Cavendish School	9-18 special school. Primary need autism	Impington Village College	Morris Education Trust	70 places	Yes
Northstowe Special Academy	Area special school	Northstowe Phase 2	Cambridge Meridian Academies Trust	110 places	Yes

These schools are now at the pre-implementation stage. This is the period between the approval of the free school application and when the free school opens. During this phase the free school proposer will finalise plans, develop policies (including admissions arrangements) and undertake a statutory consultation. The latter must happen before the Secretary of State for Education will enter into a funding agreement with the relevant Trust. It is for the respective Trust to determine at what point to commence consultation.

**Wave 13 Free School Applications to open new schools in Cambridgeshire published by the DfE on 7 November 2018**

<b>Name of school</b>	<b>Phase</b>	<b>Faith</b>	<b>Basic Need</b>
Cornerstone Free School	Secondary	Designated (Christianity)	Not yet Clear
East Cambs Secondary School	Secondary	No	Not yet clear, review of secondary provision in this area pending
March Primary	Primary	No	Yes
Northstowe Primary Academy	Primary	No	Yes
St Neots Primary Academy	Primary	No	Yes
The Lantern Sixth Form College	16-19	No	Yes
Waterbeach Primary Academy	Primary	No	Yes
Waterbeach Primary School	Primary	No	Yes
Wisbech Free School	Primary	No	In the east of the Wisbech linked to the major housing site which is the most likely to come forward first, but not yet
The Octavia Hill (Wisbech Free School)	Secondary	No	Yes
Wisbech Free School	Secondary	No	Yes
Wisbech Secondary School	Secondary	No	Yes



**SCHOOLS FUNDING FORMULA 2019-20 UPDATE**

**To:** Children and Young People Committee

**Meeting Date:** 4 December 2018

**From:** Jon Lee, Head of Integrated Finance Services

**Electoral division(s):** All

**Forward Plan ref:** N/a **Key decision:** No

**Purpose:** The report provides an update on the schools funding arrangements for 2019-20 following the publication of the Department for Education's indicative national funding formula allocations for schools and high needs.

**Recommendation:** The Committee is asked to:

a) note the content of this report and the requirement to approve the Cambridgeshire schools funding formula at its meeting in January 2019.

<b><i>Officer contact:</i></b>	<b><i>Member contacts:</i></b>
Name: Jon Lee	Names: Councillor Bywater
Post: Head of Integrated Finance Services	Post: Chair CYP Committee
Email: jolee@northamptonshire.gov.uk	Email: Simon.Bywater@cambridgeshire.gov.uk
Tel: 07921 940444	Tel: 01223 706398 (office)

## **1. BACKGROUND**

- 1.1** In July 2018 the Department for Education (DfE) announced the funding arrangements for 2019-20 alongside indicative allocations. This announcement continues the DfE's implementation of the National Funding Formula (NFF) for schools and high needs introduced in 2018-19. The source documents relating to these announcements are included at the end of the end of this report.
- 1.2** The report provides an overview of the dedicated schools grant (DSG) and DfE announcements for 2019-20, outlines the implications for the Cambridgeshire funding arrangements for schools and academies through the school funding formula and outlines the high needs funding position.
- 1.3** Work has already started with the Schools Forum to assess the funding position for Cambridgeshire schools and academies, this work will continue over the autumn. In addition a consultation was issued on 26 October 2018 which seeks to obtain school and academy views on whether a transfer from the schools block to the high needs block of £1.7m should be recommended to the Schools Forum. Further information is provided in this report.

## **2. THE 2019-20 SCHOOLS FUNDING ARRANGEMENTS**

### **SCHOOLS BLOCK FUNDING**

- 2.1** In September 2017 the DfE concluded on its NFF for Schools and High Needs. The DfE released details and indicative amounts for local authorities and individual schools showing the impact of moving to the NFF from April 2018. Following consultation with schools and academies Cambridgeshire implemented the NFF in the 2018-19 financial year in readiness for the hard NFF whereby all schools and academies will be funded directly by the Education and Skills Funding Agency (ESFA) of the DfE.
- 2.2** In July 2018 the DfE published updated but indicative figures for the 2019-20 allocations to local authorities and schools. It is important to note that the figures published by the DfE are indicative because they will be updated for pupil numbers from the October 2018 pupil census.
- 2.3** The National Funding Formula (NFF) for Schools is again positive for Cambridgeshire in the sense that a further increase in the DSG allocations is expected against the 2017-18 baseline position and compared to 2018-19 funding levels. For 2019-20 indicative funding allocations are set out in the table below, which shows that Cambridgeshire's indicative funding has increased compared to 2018-19 as follows:
  - Schools Block £5.06m increase;
  - High Needs Block £0.94m increase; and
  - Central Services Schools Block £0.05m increase.

<b>DSG Block</b>	<b>2017-18 Baseline</b>	<b>2018-19 Actual Allocation</b>	<b>2019-20 Indicative Allocation</b>	<b>2019-20 Increase v 2017-18 Baseline</b>	<b>2019-20 Increase v 2018-19 Allocation</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
<b>Schools Block</b>	329.21	341.47	346.53	17.32	5.06
<b>High Needs Block</b>	64.78	65.73	66.67	1.91	0.94
<b>Central Services Schools Block</b>	7.95	8.03	8.08	0.13	0.05

2.4 There will continue to be varying gains on funding per pupil for individual schools resulting from the NFF which are driven by each individual school's circumstances. Consequently some schools may not see significant increases in funding on a per pupil basis in 2019-20 compared to their 2018-19 funding levels. However some schools may see reductions in funding as a result of decreasing pupil numbers. Again individual school allocations will be updated once the DfE release the datasets updated with the October 2018 census information and the final allocations for each authority in December.

2.5 The changes to the funding system for 2019-20 are relatively limited providing a large amount of consistency in relation to the NFF arrangements introduced for 2018-19. The key points to note for 2019/20 are summarised below:

- a) A **soft schools formula** continues in 2019/20 and also 2020/21 enabling some flexibility for local authority formulae.
- b) Funding allocated through **pupil led factors in the NFF remains at 90.7%**, local authorities are required to allocate at least 80% of Schools Block funding through pupil led factors.
- c) Schools Block to provide for **minimum 1.0% per pupil increase compared to the 2017/18 baseline** - a new formula factor has been included which can be used at local authority discretion.
- d) Per pupil funding of **£4,800 for secondary school pupils** as a minimum will be included in the national formula with an equivalent figure of **£3,500 for primary school pupils**. Changes to the minimum per pupil funding level are also being introduced as follows:
  - Middle schools (increase the minimum for Key Stage 3 year groups to £4,600 per pupil);
  - Key Stage 3 only schools (£4,600 per pupil); and
  - Key Stage 4 only schools (£5,100 per pupil).
- e) A further **gains cap of 3% per pupil** will be applied in 2019/20 – this is on top of the 3% gains cap applied by the DfE in 2018/19 meaning a 6% gains cap

per pupil against the 2017/18 baseline.

- f) **Flexibility to the Minimum Funding Guarantee (MFG)** continues for 2019/20 so that the MFG (the per pupil funding protection) can be set between 0.5% and minus 1.5% per pupil. If the MFG was set at 0.5% this would mean per pupil funding would be guaranteed at this level which would need to be funded within the overall Schools Block.
- g) The **Schools Block continues to be ring-fenced**, with the ability to transfer 0.5% of the Schools Block to other Blocks if required and subject to consultation with schools and then with the Schools Forum approval. Again for 2019/20 given the High Needs pressures being experienced this is something that will need to be considered.
- h) The **Primary low prior attainment factor value** has been reduced from £1,050 per eligible pupil to £1,022 in 2019/20 to reflect increases in the cohort of pupils eligible due to the changes made to the Early Years Foundation Stage Profile (changes to assessment rather than underlying need). The overall proportion of spend has been maintained in the NFF arrangement for 2019/20.

### **GROWTH FUNDING CHANGE**

2.6 Growth Funding is an area where there is more change being implemented in 2019-20. Growth funding is being moved to a formulaic approach within the Schools Block allocations for each authority. This will be based on pupil data from one October to the following October at what is called middle layer super output area (MSOA), which are small geographic areas with the intention of identifying pockets of growth within a local authority area.

2.7 Rates of funding for the Growth Fund will then be applied to each primary 'growth' pupil at £1,370 and secondary 'growth' pupil at £2,050. In addition each brand new school opened in the previous year will receive £65,000. The DfE do not expect these rates to be used to fund growth locally, which will still be done based on the criteria agreed locally. Any growth funding gains at local authority level will be provided to authorities in full up to 50% of the 2018/19 growth allocation. Any growth funding above 50% of the 2018/19 funding level will be scaled back by 50%. More details are to be provided by the DfE on growth allocations.

2.8 The indicative Growth Fund allocation that Cambridgeshire has received for 2019-20 represents a reduction in funding of £1.7m and the indicative allocation is £3.3m compared to £5.0m that Cambridgeshire received in 2018-19. As with the main DSG funding allocations the Growth Fund will be finalised in December 2019. However the authority needs to begin planning for a reduction in funding. The Growth Fund up until 2018-19 has been used to fund:

- £2.5m for new and growing schools through the Growth Fund; and
- £2.5m for guaranteed numbers in the schools funding formula for schools filling to capacity.

Initial analysis indicates that the Growth Fund for new and growing schools will need to remain at £2.5m meaning that there is only £0.8m available (based on current figures) to fund guaranteed numbers in the formula leaving a shortfall of £1.7m based on 2018-19 figures.

2.9 Further analysis on the value of the guaranteed numbers will be undertaken however if a shortfall remains after the final allocations are received then the shortfall will have to be met within the Schools Block by, for example, a reduction to AWPU rates or limiting further the gains that schools receive through the funding cap.

### **HIGH NEEDS FUNDING**

2.10 Cambridgeshire also continues to experience pressures on its High Needs budgets, a trend that is being experienced nationally. The High Needs Block for Cambridgeshire funds the following services with the planned 2018-19 budget figures:

- £22.1m Special school budgets including Special Schools outreach;
- £15.5m Top up funding for pupils with High Needs;
- £9.9m Out of County SEN placements;
- £7.2m SEND specialist services;
- £0.4m Early Help District Delivery Services;
- £3.7m Alternative provision such as High Needs Units and Hospital PRU;
- £5.7m EOTAS devolution; and
- £2.6m Commissioning Services, Out of School Tuition, Personal Transport and support to parents.

2.11 Cambridgeshire's indicative allocation for High Needs is an increase of £0.9m to a total High Needs allocation of £66.7m before recoupment. This is a welcome increase however it needs to be assessed in the context of the spending pressures being experienced in relation to High Needs budgets and the demographic growth / increase in high needs pupils that occurs each year.

2.12 The current forecast overspend on the DSG High Needs Block for 2018-19 is £6.7m of which £0.6m relates to the deficit brought forward from 2017-18 with the remaining £6.1m being the result of:

- A forecast pressure against the High Needs top-up budget of £2.5m as a result of increasing numbers of young people with Education Health and Care Plans (EHCP) in Secondary and Post-16 Further Education;
- An estimated SEN Placements budget pressure of £0.5m;
- An estimated Out of School Tuition Budget pressure of £0.3m;
- A forecast pressure of £2.4m against the budget allocations to Special Schools, primarily as a result of an overall increase in commissioned places and actual pupils; and
- Based on current commitments there is a remaining overspend of £0.45m forecast relating to High Needs Units, Outreach and SEMH support.

2.13 The key reasons why Cambridgeshire is experiencing high needs budget pressures are due to an increasing number of Education Health and Care Plans since 2015, increased high needs costs in the post 16 sector following the extension of the age

range to 25 years where high needs support must be provided, special school numbers increasing annually as more children need specialist support and out of county placements.

- 2.14 In addition to the in year pressure on high needs, for 2019-20 there will be additional high need pupil growth that will need to be funded. The increased funding allocations from the DfE in recent years have been used to help manage the growth in pupil numbers and increasing demand for top up funding. However the increases in funding have not been sufficient to meet all demands and costs being incurred by the High Needs Block. The estimated 2019-20 budget pressure on the High Needs Block is £8.4m set out in **Appendix 1**. It should be noted that this is subject to change and based on information currently available.
- 2.15 Given the forecast High Needs budget pressure of £8.4m for 2019-20 a consultation is currently underway with schools and academies as to whether 0.5% (£1.7m) of the DSG Schools Block should be transferred to the High Needs Block to help manage this pressure. The consultation was released on the 25 October 2018 and will be open until the 30 November 2018, following which the outcome will be reported to the Schools Forum. The consultation document is provided at **Appendix 2**. Under the school funding regulations the Schools Forum makes the final decision whether to agree a transfer between the Blocks and only after schools and academies have been consulted. The decision on this transfer will be presented to the 14 December Schools Forum meeting.
- 2.16 If the Schools Forum do agree a transfer of £1.7m to the High Needs Block this will only have the impact of reducing the forecast pressure in 2019-20 from £8.4m to £6.7m. Therefore a more fundamental review of the High Needs services and funding arrangements is currently underway.
- 2.17 Finally the Committee is asked to note that any overspend on the High Needs Block would effectively force the DSG overall into an overspend position, which must be recovered. From 2019-20 the DfE are tightening the rules in respect of authorities going into deficit on their DSG funding. This is likely to require an authority to submit plans to the DfE where a deficit in excess of 1% of the DSG is incurred. It is not yet clear on what basis the 1% will be calculated but based on the total DSG for 2018-19 this would equate to £4.5m before academy recoupment and £2.3m after academy recoupment. Further information is expected during the autumn on the arrangements.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 Developing the local economy for the benefit of all**

There are no significant implications for this priority.

#### **3.2 Helping people live healthy and independent lives**

The following bullet points set out details of significant implications identified by officers:

- Ensuring that the best possible use of the Dedicated Schools Grant funding in

the schools funding formula arrangements is vital in enabling schools to provide the education for our children in turn giving them the skills to live healthy and independent lives.

### **3.3 Supporting and protecting vulnerable people**

The following bullet points set out details of significant implications identified by officers:

- Ensuring the funding for the High Needs Block of the DSG is key to ensuring that the education of high needs pupils is supported within the county, this is important in respect of the requirement to transfer 0.5% (£1.7m) from the Schools Block to support the High Needs Block.

## **4. SIGNIFICANT IMPLICATIONS**

### **4.1 Resource Implications**

The following bullet point sets out details of significant implications identified by officers:

- There are no immediate resource implications for the authority from this report.
- The ongoing demand for services in the High Needs Block is likely to result in further financial pressures in 2019-20 that will need to be funded from the DSG High Needs Block.
- This could result in the need to review the local high needs arrangements and the services / offer provided, which would be the subject of a separate paper.
- If following consultation with schools the Schools Forum approves the transfer of £1.7m from the Schools Block to the High Needs Block this will mean £1.7m of high needs reductions that do need to be made in 2019-20.
- Any transfer that is ultimately agreed by the Schools Forum would be for 2019-20 only. Approval of a similar transfer would be required in future years if the DfE continue to allow the flexibility to transfer of funds between blocks.

### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

### **4.3 Statutory, Legal and Risk Implications**

The following bullet point sets out details of significant implications identified by officers:

- The need to set the schools funding formula in line with the DfE requirements.
- The need to submit the final 2019-20 Authority Pro-forma Tool (the schools budget data) to the ESFA by mid January.
- The requirement to publish school budgets by the statutory deadline of 28 February 2019.

### **4.4 Equality and Diversity Implications**

The following bullet point sets out details of significant implications identified by officers:

- The NFF for schools will continue to redistribute funding between schools, which in theory could impact on the equality and diversity of certain pupils. However the increase in funding for the schools formula by the DfE in 2019-20 plus the operation of the minimum funding guarantee protection should enable any impacts arising from such a redistribution to be managed.
- If a transfer of £1.7m from the Schools Block to the High Needs Block is not approved by the Schools Forum this will mean that there will be further mitigating actions required to reduce costs by £1.7m to manage the High Needs Block within the funding available. This could lead to service changes and / or reductions for settings that support high needs pupils.

#### 4.5 Engagement and Communications Implications

The following bullet point sets out details of significant implications identified by officers:

- During November schools will be consulted on the Cambridgeshire schools funding formula proposals for 2018-19.
- Discussions will take place with the Schools Forum, which will include the outcome of the consultation with schools.
- The final schools formula arrangements for 2018-19 will be presented to the Committee for approval at the January 2018 meeting.

#### 4.6 Localism and Local Member Involvement

The following bullet point sets out details of significant implications identified by officers:

- Members of the Committee are also local authority representatives on the Schools Forum where the subject of this report are discussed in detail.

#### 4.7 Public Health Implications

There are no significant implications within this category.

Implications	Officer Clearance
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Financial Officer: Martin Wade
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Yes Name of Officer: Paul White
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Yes Name of Legal Officer: Shahin Ishmail

<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Jon Lewis
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Jo Dickson
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Jon Lewis
<b>Have any Public Health implications been cleared by Public Health</b>	Yes Name of Officer: Tess Campbell

<b>Source Documents</b>	<b>Location</b>
<p>DfE Publication – The National Funding Formulae for Schools and High Needs 2019 to 2020</p> <p>DfE Publication covering the following:</p> <ul style="list-style-type: none"> <li>• NFF: summary table 2019 to 2020</li> <li>• Impact of the schools NFF 2019 to 2020</li> <li>• Impact of the high needs NFF 2019 to 2020</li> <li>• Impact of the Central Services Schools Block 2019 to 2020</li> <li>• DfE technical Guidance</li> </ul>	<p><a href="#">2019-20 NFF for Schools and High Needs</a></p> <p><a href="#">NFF Tables for Schools and High Needs 2019-20</a></p>



## Estimated High Needs Budget Pressure for 2019-20

Value (negative figures represent funding / income)	High Needs Budget Area	Description
£6.1m	2018-19 High Needs overspend	The current forecast overspend on the High Needs block reported to the Schools Forum. This could be increase before 31 March 2019
£1.0m	Special School places	Estimated growth in special school places based on 30 additional places and top up funding
£1.5m	Increased EHCP and post 16 costs	Based on recent years it is assumed there will be increasing High Needs costs that will need to be met regarding post 16 and EHCPs. This figure assumes an in year pressure similar to that experienced in 2018-19.
£1.2m	Transfers from other DSG Blocks	This represents the high needs costs currently being met from funding that was transferred from the Schools Block (£0.7m) and the Central Services Schools Block (£0.5m) as these are technical one off transfers each year.
(£0.5m)	Central Services Schools Block transfer	Schools Forum at it's meeting on 5 October 2018 agreed again a £0.5m transfer from the Central Services Schools Block to the High Needs Block.
(£0.9m)	2019-20 Increase in High Needs Block funding	Based on the DfE indicative allocations announced in July 2018 the High Needs Block will increase by £0.9m although this is still to be confirmed in the DfE's final allocations in December.
<b>£8.4m</b>	<b>Total Estimated High Needs Budget Pressure for 2019-20</b>	



# **School Funding Arrangements for 2019-20**

## **Cambridgeshire County Council Consultation with Primary and Secondary Schools**

**25 October 2018**

# Contents

**PURPOSE**

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**CONTEXT****3****SCHOOLS NATIONAL FUNDING FORMULA 2019-20 OVERVIEW****5****HIGH NEEDS OVERVIEW 2019-20****7****CONSULTATION PROPOSALS****12****NOTE:**

- 1. Please note that any reference to schools in this document applies similarly to academies unless stated otherwise.**
- 2. Please also note that the elements of the Schools funding formula are applied on the same basis to both maintained schools and academies. The difference is that maintained schools currently receive their funding from the Authority for the April to March period and academies have the same funding formula applied over the academic year September to August.**

## PURPOSE

1. The purpose of this consultation document is to outline Cambridgeshire County Council's (the Authority) proposed changes to the school funding formula arrangements for 2019-20. The principle consulted on and adopted in 2018-19 was to move as closely as possible to implementing the Department for Education's (DfE) national funding formula (NFF). This was achieved which means that for Cambridgeshire schools there will be very little change to the school funding formula for 2019-20.
2. The proposed areas of consultation have been discussed by Schools Forum at its meeting of 5 October 2018 prior to the release of this consultation document. The outcome of the consultation will be reported back to the Schools Forum at its meeting of 30 November 2018. The intention is to continue to support schools so that the movement to the NFF is undertaken in a managed way in readiness for the hard formula and through using the minimum funding guarantee (MFG) protection arrangements and funding caps as required.
3. The consultation provides an opportunity for primary and secondary schools to comment on the changes being proposed. This document:
  - a. Provides an overview of the proposed changes to the schools funding formula for 2019-20;
  - b. Provides a link to the financial implications of the NFF for individual schools as published by the DfE, which the Authority is considering for 2019-20. The indicative figures are based on current information and have not been updated for the October 2018 pupil numbers or other datasets that are required for the calculation of the 2019-20 school budgets. Neither do they reflect any local decisions that may be required, any transfers between funding blocks or the growth fund. Any school level analysis must therefore be taken in this context and **must only be considered indicative at this stage**; and
  - c. Asks specific questions for Schools to express their views on the proposals.
4. For the 2019-20 funding arrangements the timeframes imposed on the authority in terms of its deadlines to make submissions to the Education and Skills Funding Agency (ESFA) the deadline for responses to this consultation is 30 November 2018. In order to support the consultation process consultation events will be held to present the proposals to Headteachers and Governors to support the consultation process and answer any questions that you may have.
5. **To respond to this consultation, please complete the on-line response form by 30 November 2018 – the form is available via the following link:**  
  
[CCC School Funding Arrangements 2019-20 - Consultation Response Form](#)
6. Responses received will be analysed and shared with members of the Schools Forum at its meeting on 14 December 2018 prior to the Authority deciding on the final funding formula for use in 2019-20 to be submitted to the DfE in mid January 2019.

## CONTEXT

7. In July 2018 the DfE published its update to the NFF for schools and high needs. This consultation document focuses only on the schools NFF since the high needs generates funding at an Authority level rather than at an individual school level.
8. The DfE has confirmed that the arrangements in 2019-20 will continue to allow some local discretion through what is termed a 'soft' funding formula, which is also being extended to 2020-21. The soft formula means that the Authority can still decide how it allocates its funding to schools using the available NFF factors but has flexibility to determine the use and / or value of these factors. By contrast, when the DfE moves to a 'hard' formula, each school will receive its funding through the NFF directly from the Education and Skills Funding Agency (ESFA).
9. The Dedicated Schools Grant (DSG) continues to be ring-fenced. There are now four separate blocks as set out below with the introduction of the Central Services Schools Block in 2018-19. Also the Schools Block continues to be ring-fenced with one exception that the Authority has the ability to move up to 0.5% of the Schools Block to other blocks after consultation with schools and with the agreement of the School's Forum.

**Figure 1 – the make up of the Dedicated Schools Grant**

<b>DEDICATED SCHOOLS GRANT</b>			
<b>SCHOOLS BLOCK</b>	<b>CENTRAL SERVICES SCHOOLS BLOCK</b>	<b>EARLY YEARS BLOCK</b>	<b>HIGH NEEDS BLOCK</b>
This Block funds: <ul style="list-style-type: none"> <li>- Individual school budgets;</li> <li>- Services de-delegated from maintained school budgets and The Growth fund</li> </ul>	This Block funds: <ul style="list-style-type: none"> <li>- Historical commitments previously agreed with Schools Forum such as the Public Sector Network (broadband) contract; and</li> <li>Ongoing responsibilities of the Authority such as Admissions, the servicing of the Schools Forum, copyright licenses and services to meet statutory responsibilities</li> </ul>	This Block funds: <ul style="list-style-type: none"> <li>- The 2 year old Early Years single funding formula;</li> <li>- The 3 and 4 year old Early Years single funding formula (universal and extended entitlement);</li> <li>- The Disability Access Fund;</li> <li>- Maintained Nursery school supplementary funding; and</li> <li>Any central expenditure by the authority to support early years services</li> </ul>	This Block funds: <ul style="list-style-type: none"> <li>- Special school budgets;</li> <li>- Special schools outreach;</li> <li>- Top up funding for pupils with High Needs;</li> <li>- Out of County SEN placements;</li> <li>- SEND specialist services;</li> <li>- Early Help District Delivery Services;</li> <li>- Alternative provision such as PRUs, High Needs Units;</li> <li>- EOTAS devolution; and</li> <li>Commissioning Services</li> </ul>

## SCHOOLS NATIONAL FUNDING FORMULA 2019-20 OVERVIEW

10. The factors used in the 2018-19 Cambridgeshire school funding formula are set out in Table 1 alongside the factors in the 2019-20 NFF and the difference between them. As can be seen from the difference column Cambridgeshire has implemented the NFF in terms of the factors and rates used as demonstrated by the nil variances across most of this table.
11. The one area where there is a difference in rate is in the Primary Low Prior Attainment where the DfE have amended the unit value. This is due to the cohort eligible for this factor increasing as a result of the change in the basis of measurement using the Early Years Foundation Stage Profile (EYFSP). The DfE have therefore adjusted the unit rate down so that the funding allocated through the Primary Low Prior Attainment factor remains the same. This reduction in unit rate will be reflected in the 2019-20 Cambridgeshire formula.
12. There are some other minor changes to the funding arrangements for 2019-20 which are set out in the briefing note on the 2019-20 Schools Funding Arrangements at Appendix A. Other than the change to the Primary Low Prior Attainment unit rate there are no other changes proposed to the Cambridgeshire funding formula as this already reflects the NFF. The 'local' formula will continue to utilise the national primary and secondary minimum per pupil funding amounts which have increased as previously announced between 2018-19 and 2019-20.
13. The impact of the 2019-20 NFF for schools can be seen at an individual school level on the DfE website. However schools are reminded that these are indicative allocations, which will move with the October 2018 census data as well as any decisions taken locally such as transfers between the blocks.

[Link to DfE School Level Impact \(refer to 'Impact of the schools NFF, 2019 to 2020' file\)](#)

14. Schools should however be aware that indicative allocations from the DfE for Cambridgeshire's growth fund allocation based on the new formulaic approach by the DfE indicate that there is a potential reduction in funding of £1.7m. In 2018-19 Cambridgeshire received £5m of growth funding to meet the cost of new schools, diseconomy of scale costs and to fund guaranteed pupil numbers for those schools still growing to capacity. Cambridgeshire's indicative allocation for 2019-20 is a funding reduction of £1.7m providing a growth fund allocation for Cambridgeshire of £3.3m.
15. Whilst there are no changes to the funding formula for Cambridgeshire and the formula factors used, it is likely that the unit rates applied in the formula for 2019-20 will need to be reduced and / or a reduction to the funding cap on gainers will be required to balance the DSG Schools Block. Once the growth funding allocations are confirmed any changes to the unit rates required will be discussed with the Schools Forum.

**Table 1 – 2019-20 NFF factors and rates compared to current Cambridgeshire factors and rates**

NFF Factor		CCC Unit Rate 2018-19 (£)	NFF Unit Rates (£)	Difference CCC Rates to NFF Rates (£)
Basic per pupil entitlement (AWPU)	AWPU: Primary	2,747	2,747	0
	AWPU: Secondary KS3	3,863	3,863	0
	AWPU: Secondary KS4	4,386	4,386	0
	Minimum per pupil funding	As per NFF	As per NFF	-
Deprivation (based on ever 6 free school meal numbers)	FSM current - Primary	440	440	0
	FSM current – Secondary	440	440	0
	Ever6 FSM – Primary	540	540	0
	Ever6 FSM – Secondary	785	785	0
	IDACI Band F: Primary	200	200	0
	IDACI Band F: Secondary	290	290	0
	IDACI Band E: Primary	240	240	0
	IDACI Band E: Secondary	390	390	0
	IDACI Band D: Primary	360	360	0
	IDACI Band D: Secondary	515	515	0
	IDACI Band C: Primary	390	390	0
	IDACI Band C: Secondary	560	560	0
	IDACI Band B: Primary	420	420	0
	IDACI Band B: Secondary	600	600	0
IDACI Band A: Primary	575	575	0	
IDACI Band A: Secondary	810	810	0	
Low Prior Attainment	Primary	1,050	1,022	(28)
	Secondary	1,550	1,550	0
English as an Additional Language	Primary	515	515	0
	Secondary	1,385	1,385	0
Pupil Mobility	n/a	-	n/a	-
Lump Sum	Primary	110,000	110,000	0
	Secondary	110,000	110,000	0
Sparsity	Primary	25,000	25,000	0
	Secondary	65,000	65,000	0

**Notes to the Table**

- Figures in brackets are negative / minus figures i.e. reductions in the unit rates in the context of this table
- The DfE recognises that some factors cannot easily be allocated on a formulaic basis and under the national funding formula are continuing to fund these at historical funding levels. This covers pupil mobility and the Premises factors which includes PFI, split site and rates for those schools affected
- The CCC unit rate figures are before the area cost adjustment for Cambridgeshire is applied

### Broadband Contract

16. As schools will be aware MLL Telecom, a leading provider of secure managed network services for the UK public sector, has been awarded the EastNet contract to deliver a new Wide Area Network (WAN) solution and centralised services to Cambridgeshire County Council and the wider community served by EastNet. The new network framework, which will be effective for six years, will replace the legacy Cambridge Public Services Network (CPSN) Partnership. MLL Telecom aims to migrate all school sites in a phased approach to ensure the transition is completed effectively with minimal service disruption by December 2019.
17. Schools Forum have previously approved the £1.45m annual revenue contribution for CPSN as part of the Central Schools Services Block (CSSB) until the end of 2019. These arrangements are only permitted for existing contracts entered into prior to April 2013 and as such the authority is currently exploring mechanisms as to how this will operate in future to minimise both risk and unnecessary administration costs.
18. The current pooled arrangement provides equity across Cambridgeshire schools and the authority believe a continuation of such an arrangement within the new contract will not only result in a significantly improved service, but will continue to deliver value for money compared to other providers. Further information on the implementation of EastNet and associated costs will be circulated to schools as soon as they are available.

### **HIGH NEEDS OVERVIEW 2019-20**

19. Cambridgeshire continues to experience pressures on its High Needs budgets, a trend that is being experienced nationally. The High Needs Block for Cambridgeshire funds the following services (as also set out in paragraph 9) with the planned budget:
  - £22.1m Special school budgets including Special Schools outreach;
  - £15.5m Top up funding for pupils with High Needs;
  - £9.9m Out of County SEN placements;
  - £7.2m SEND specialist services;
  - £0.4m Early Help District Delivery Services;
  - £3.7m Alternative provision such as High Needs Units and Hospital PRU;
  - £5.7m EOTAS devolution; and
  - £2.6m Commissioning Services, Out of School Tuition, Personal Transport and support to parents.
20. Some local authorities have sought and been granted approval by the Secretary of State to transfer more than 0.5% of funding from their Schools Block to the High Needs Block in order to manage the financial pressures they are facing.
21. In 2018-19 however following consultation Cambridgeshire did transfer 0.21% (£0.7m) between the Schools and High Needs blocks.
22. Cambridgeshire's indicative allocation for High Needs has increased by £0.9m to a total High Needs allocation of £66.7m before recoupment. This is a welcome increase however it needs to be assessed in the context of the spending pressures being experienced in relation to High Needs budgets and the demographic growth / increase in high needs pupils that occurs each

year. This Section makes this assessment in the context of the high needs demands and spending levels currently being experienced.

23. There has been an increasing pressure on Cambridgeshire’s High Needs budgets for a number of years. Until now the overspends have been managed through the use of DSG carry forwards and management actions to reduce spend. The pressure on the high needs budgets over the last 4 years and the forecast for current year is set out in Table 2. **Table 2 –High Needs income, budget, actual expenditure and overspends by year**

Year	High Needs Block Income	High Needs Budgeted Expenditure	High Needs Actual Expenditure	Overspend Value
2014-15	63.8*	60.5	61.8	£1.3m
2015-16	64.1*	61.9	63.2	£1.3m
2016-17	64.9*	63.0	65.7	£2.7m
2017-18	64.3	65.3	70.0	£4.7m
2018-19	65.9	67.1**	73.2	£6.1m (latest estimate)

**Notes**

\* Due to the way in which statements of SEN were funded prior to April 2013 and the subsequent requirement for mainstream schools to fund the first £6,000 of each statement a technical adjustment was required from 2013-14 to 2016-17 to transfer funds back to schools, hence why the High Needs. Budget Expenditure appears lower than the High Needs Block received in these initial years. This has now been reflected in the revised baseline block allocations.

\*\* The 2018/19 budget includes £1.2m of transfers from other funding blocks (£0.5m from Central Block and £0.7m from the Schools Block).

24. The £6.1m overspend that is forecast for 2018-19 has increased since the position was reported to Schools Forum on 5 October 2018, the accompanying report to the Schools Forum can be found at the links below:

[5 October 2018 Schools Forum DSG Monitoring Report](#)

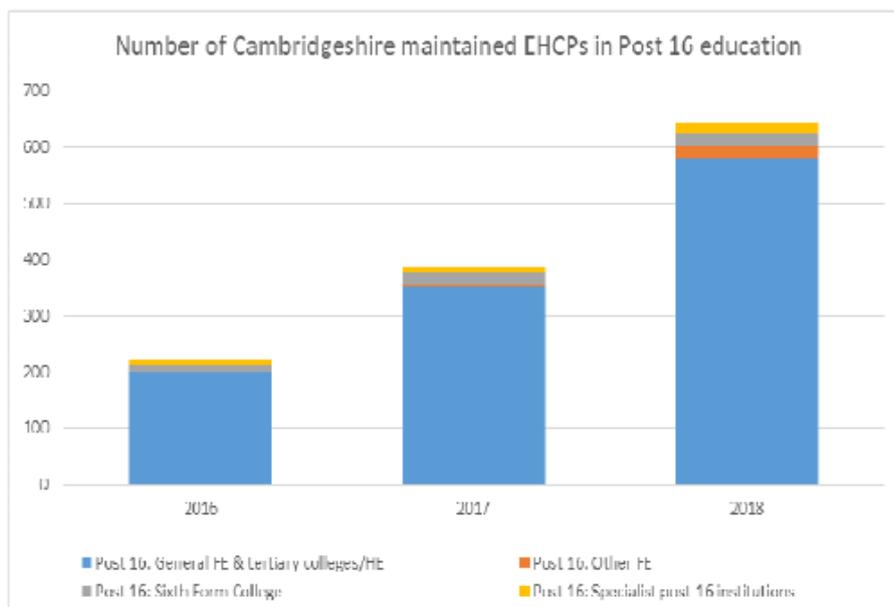
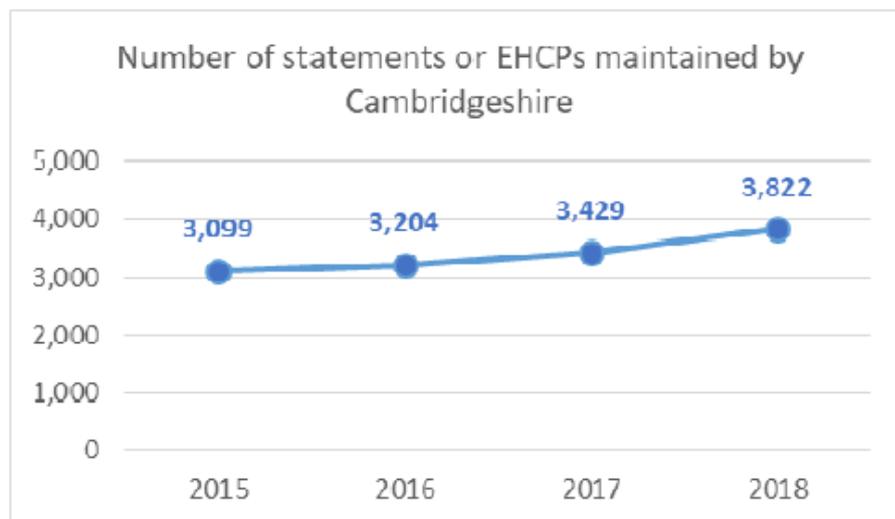
[5 October 2018 Schools Forum High Needs Report](#)

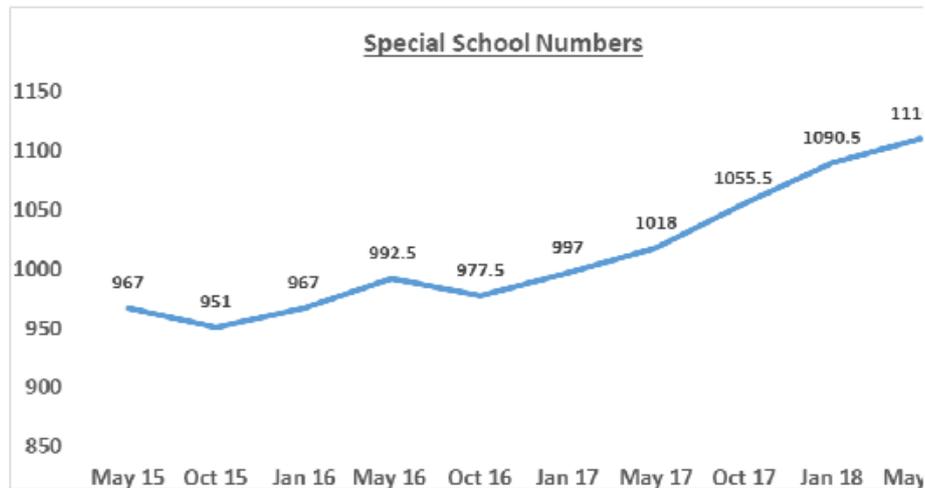
In summary these reports state that there is a £6.7m pressure on the DSG overall of which £0.6m relates to the deficit brought forward from 2017-18 with the remaining £3.3m being the result of:

- There is a forecast pressure against the High Needs top-up budget of £2.5m as a result of increasing numbers of young people with Education Health and Care Plans (EHCP) in Secondary and Post-16 Further Education.
- It is estimated that the SEN Placements budget will have a pressure of £0.5m.

- It is estimated that the Out of School Tuition Budgets will have a pressure of £0.3m.
- There is a forecast pressure of £2.4 against the budget allocations to Special Schools. This is primarily as a result of an overall increase in commissioned places and actual pupils.
- Based on current commitments there is a remaining overspend of £0.45m forecast relating to High Needs Units, Outreach and SEMH support.

25. The key reasons why Cambridgeshire is experiencing high needs budget pressures are due to an increasing number of Education Health and Care Plans since 2015, increased high needs costs in the post 16 sector following the extension of the age range to 25 years where high needs support must be provided, special school numbers increasing annually as more children need specialist support and out of county placements. The following graphs demonstrate the increasing demands experienced in these areas over recent years.





26. Further still there is also a risk that the high needs budget overspend reported to Schools Forum could worsen by the end of the year as a result of increased demand for services and funding unless in year mitigations are undertaken. The position on the budgets will be reported to Schools Forum at future meetings.
27. It is important to note that any overspend on the High Needs Block would effectively force the DSG overall into an overspend position, which must be recovered. From 2019-20 the DfE are tightening the rules in respect of authorities going into deficit on their DSG funding. This is likely to require an authority to submit plans to the DfE where a deficit in excess of 1% of the DSG is incurred. It is not yet clear on what basis the 1% will be calculated but based on the total DSG for 2018-19 this would equate to £4.5m before academy recoupment and £2.3m after academy recoupment. Further information is expected during the autumn on the arrangements.
28. Given the Authority's financial position and increasing savings requirements, any overspend would not be able to be met from local authority resources. Therefore this would likely result in reductions in spending levels on high needs services such as reduced levels of top up funding and reductions to specialist services. The only other alternative would be to manage any deficit in the following year's school budget, which would ultimately reduce the level of funding available to be allocated to schools. Any such changes would be discussed with the Schools Forum and where necessary consulted on with schools.
29. In addition to the in year pressure on high needs in 2019-20 there will be additional high need pupil growth that will need to be funded. The increased funding allocations from the DfE in recent years have been used to help manage the growth in pupil numbers and increasing demand for top up funding. However as Table 2 identifies the increases in funding have not been sufficient to meet all demands and costs being incurred by the High Needs Block. An estimate of the 2019-20 budget pressure on the High Needs Block is set out in Table 3. It should be noted that this is subject to change and based on information currently available.

**Table 3 – estimated High Needs budget pressure for 2019-20**

<b>Value (negative figures represent funding / income)</b>	<b>High Needs Budget Area</b>	<b>Description</b>
£6.1m	2018-19 High Needs overspend	The current forecast overspend on the High Needs block reported to the Schools Forum. This could be increase before 31 March 2019
£1.0m	Special School places	Estimated growth in special school places based on 30 additional places and top up funding
£1.5m	Increased EHCP and post 16 costs	Based on recent years it is assumed there will be increasing High Needs costs that will need to be met regarding post 16 and EHCPs. This figure assumes an in year pressure similar to that experienced in 2018-19.
£1.2m	Transfers from other DSG Blocks	This represents the high needs costs currently being met from funding that was transferred from the Schools Block (£0.7m) and the Central Services Schools Block (£0.5m) as these are technical one off transfers each year.
(£0.5m)	Central Services Schools Block transfer	Schools Forum at it's meeting on 5 October 2018 agreed again a £0.5m transfer from the Central Services Schools Block to the High Needs Block.
(£0.9m)	2019-20 Increase in High Needs Block funding	Based on the DfE indicative allocations announced in July 2018 the High Needs Block will increase by £0.9m although this is still to be confirmed in the DfE's final allocations in December.
<b>£8.4m</b>	<b>Total Estimated High Needs Budget Pressure for 2019-20</b>	

30. The impact of the demands on the High Needs Block and the issues currently faced in respect of certain elements of the high needs budgets means the Authority needs to plan to ensure that the 2019-20 high needs budget is as robust as possible and managed within the funding

available. Consequently the Authority is consulting on a transfer in 2019-20 from the Schools Block to the High Needs Block as set out in the next Section.

## **CONSULTATION PROPOSAL**

### **SCHOOLS BLOCK TRANSFER TO THE HIGH NEEDS BLOCK**

31. As outlined in paragraph 9 under the NFF arrangements in 2019-20 the Schools Block is ring-fenced although there is some limited flexibility for the authority to transfer up to 0.5% of the Schools Block funding to another DSG block. For Cambridgeshire 0.5% of the Schools Block in 2019-20 equates to £1.7m. It should be noted that 0.21% (£0.7m) was transferred between the blocks in 2018-19, moving to the full 0.5% in 2019-20 is an increase of £1.0m compared to 2018-19.
32. The indicative High Needs allocation for Cambridgeshire is an increase in funding of £0.9m for 2019/20. It is clear that the current position is not sustainable with the forecast high needs overspend exceeding the funding increase by c£8.4m as set out in Table 3. The authority does have to manage and plan for this high needs pressure for 2019-20.
33. It is therefore recommended that 0.5% (£1.7m) of the Schools Block funding be agreed to be transferred to support High Needs pressures. If agreed by the Schools Forum this would leave a High Needs budget pressure of £6.7m, which will have to be managed through the High Needs block itself. Proposals in respect of this will be separately communicated and consulted upon.
34. Any transfer between the Schools Block and High Needs Block would only be for 2019-20. Therefore there is some risk in that any transfers from the Schools Block to the High Needs Block are currently one off and therefore will not resolve the underlying base budget problem. The authority will have to consult with schools for transfers between blocks in future years where the DfE maintain this flexibility.
35. Any transfer from the Schools Block will reduce funding, which will mean that the unit rates of the Schools funding formula will have to be reduced as set out in Table 4. The Authority is recommending that any transfer of funding from the Schools Block will be funded by a reduction to the basic entitlement (AWPU) across both the Primary and Secondary sectors. This means that all schools would be equally impacted by the transfer rather than reducing specific additional needs factors that would impact more significantly on those schools with pupils that have additional needs.

**Table 4 – Reductions in AWPU value as a result of funding transferred to the High Needs Block**

<b>Value of Transfer from the Schools Block</b>	<b>Estimated reduction in Primary AWPU (£)</b>	<b>Estimated reduction in Secondary AWPU KS3 (£)</b>	<b>Estimated reduction in Secondary AWPU KS4 (£)</b>
£0.5 million	5.31	7.47	8.48
£1.0 million	10.62	14.94	16.96
£1.2 million	12.75	17.92	20.35
£1.7 million	18.06	25.39	28.83

36. Using the figures in Table 4 the indicative funding reductions at a school level of transferring the recommended £1.7m would be:
- £7,585 for a 2 Form Entry Primary School filled to capacity with 420 pupils in reception through to Year 6 (420 pupils x £18.06 per pupil); and
  - £11,426 for a 5 Form Entry Secondary School filled to capacity with 750 pupils in Years 7 to 11 ((450 pupils x £25.39) + (300 pupils x £28.83))

The exact impact of the recommended transfer will be dependent on the October 2018 school census data and the number of rolls per school. The above are just examples and schools will be able to calculate the impact based on the data they collected for the October 2018 census.

Schools should also note that the minimum funding guarantee will be applied in the Cambridgeshire formula for 2019-20 at minus 1.5% meaning that no school will reductions beyond this level on a per pupil basis compared to 2018-19 per pupil funding levels.

37. If a transfer from the Schools Block to the High Needs block is required but not approved by the Schools Forum then the Authority would have to look at finding the equivalent value of savings and efficiencies within the High Needs Block itself in order to manage within the DSG grant allocation. Such a scenario could potentially lead to reduced top up funding rates for schools with high needs pupils as well as the possibility of reductions to high needs support services from the Authority.
38. Unfortunately due to the level of funding available there are risks associated with transferring the funding from the Schools Block and similarly not transferring the funding from the Schools Block. Some of the key risks are set out in Table 5, which is not considered to be an exhaustive list.

**Table 5 – Key risks associated with the recommendation to transfer £1.7m from the Schools Block and risks of not transferring £1.7m from the Schools Block**

<b>Risks associated with transferring £1.7m from the Schools Block</b>	<b>Risks associated with <u>NOT</u> transferring £1.7m from the Schools Block</b>
Risk of financial difficulty for schools as less funding would be available for distribution to all schools through the funding formula	Risk of financial difficulty for schools as less funding would be available for to support pupils with High Needs
Risk of the need for some schools to restructure and incur redundancies	Risk of the need for some schools to restructure and incur redundancies
Risk that schools are less able to meet the educational needs of their pupils resulting in a drop in attainment	Risk that schools are not able to meet the educational and support needs of pupils with High Needs resulting in a drop in attainment
Risk of confusion for schools understanding their funding as the indicative gains that the DfE have modelled will not be replicated through the Cambridgeshire formula	Risk that schools will not have the funding and therefore the resources and expertise to support high needs pupils leading to increases in exclusions and or placements in more specialist and costly settings
Risk of the transfer being one off in nature meaning that if the DfE remove the flexibility to transfer funding between blocks then any transfer now is simply deferring the need to reduce the High Needs cost base in subsequent years	Risk that more significant changes to either the approach and funding basis for pupils with High Needs is required to manage the High Needs Block within the funding available

## Recommendation

39. Based on the pressures on the High Needs Block set out in this consultation document it is recommended that 0.5% (£1.7m) is transferred from the Schools Block to the High Needs Block in 2019-20. The consultation questions that the authority would like schools to consider can be found on the following page.
40. To respond to this consultation, please complete the on-line response form by 30 November 2018 – the form is available via the following link:

[CCC School Funding Arrangements 2019-20 - Consultation Response Form](#)

<b>Consultation Questions</b>	
1	Do you agree with the authority's recommendation to transfer £1.7m from the Schools Block to the High Needs Block to support the financial pressures being experienced in supporting pupils with high needs?
2	If you disagree with the recommendation to transfer £1.7m from the Schools Block please tell us why.
3	If you do NOT agree with the recommended transfer between blocks in a) above which high needs budget areas do you suggest should be reduced to find an equivalent £1.7m saving in 2019-20?
4	If a transfer is ultimately to be made between these blocks do you agree that the basic entitlement AWPU rates should be reduced in order to fund this transfer so that all schools are affected in the same way?  (note if other additional needs factors in the formula are reduced this would have a targeted and more disproportionate impact on those schools, which is why the authority is recommending a reduction to the AWPU values)
5	If you do not agree with reducing the AWPU rates as part of a transfer from the Schools Block which factor within the Schools Block NFF do you think should be reduced and why?



**REVIEW OF IMPLEMENTATION OF CHANGE FOR CHILDREN PROGRAMME,  
INCLUDING DEVELOPMENT OF SHARED SERVICES ACROSS CAMBRIDGESHIRE &  
PETERBOROUGH**

**To: Children and Young People Committee**

**Meeting Date: 4<sup>TH</sup> December 2018**

**From: Executive Director People and Communities.**

**Electoral division(s): All.**

**Forward Plan ref: n/a Key decision: No**

**Purpose: This report provides Committee with information on the progress of the Change for Children programme, developed in order to address some long-standing challenges in delivering children’s social care services in Cambridgeshire**

**Recommendation: The Committee is recommended to:**

- a) note the progress made in implementation of the new delivery model in Children’s Social Care since May 2018, when approval was given by Children and Young People’s Committee to the changes proposed;**
- b) note the areas of performance that the new delivery model is intended to improve and the means for monitoring this;**
- c) agree to receive a further report updating Members on continued impact of the changes in July 2019, to include updated key performance information including information about caseloads and vacancies.**

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## 1. BACKGROUND

- 1.1. On 22 May 2018, the Children and Young People's Committee approved recommendations for far reaching changes in the way that children's social care services are delivered in Cambridgeshire.
- 1.2. The changes proposed in May 2018 were designed to build on the areas of change that had worked well in the re-organisation in 2017, while addressing those areas where difficulties remained. In summary, the changes in 2017 laid the foundations to building a district delivery model and bringing children's social care and early help services together. They had also been successful in securing partner input into the Integrated Front Door and Multi-Agency Safeguarding Hub [MASH].
- 1.3. The 2017 changes had not, however, been successful in addressing significant structural issues within children's social care. These structural issues included a lack of resilience within small largely generic social work units, a lack of management oversight and challenge since the Consultant Social Workers held cases of their own while also having responsibility for supervising the work of others, and the challenge of meeting the competing priorities of court work, child protection and children in need and children in care, particularly where there were also vacancies.
- 1.4. At the same time, the model of the MASH implemented in 2017 was very resource intensive and was not operating effectively because of the challenges of recruiting the number of social work qualified staff needed to operate the model. The county-wide team for managing new child protection referrals [the First Response Team] was also struggling to recruit sufficient numbers of experienced and qualified staff.
- 1.5. However, given that the previous reorganisation affecting children's social care delivery had only been completed in 2017, the decision was taken to ensure that thorough diagnostic work be completed before undertaking further changes to the model of delivery.
- 1.6. Accordingly, in addition to analysing key performance information and listening carefully to the views of our key staff and managers, we commissioned an in-depth piece of research and analysis from Oxford Brookes to help us to understand issues affecting outcomes for our children in care. We also arranged for a peer review of the operation of the Integrated Front Door to take place. Ofsted, meanwhile, undertook a very helpful focused visit during March 2018, examining the impact of our services on improving outcomes for children in need and children in need of protection.
- 1.7. The above external pieces of work were all completed by March/April 2018. The key points from these, together with key messages from our staff, were collated and analysed. This process then informed the development of the proposals for change, subsequently branded as the change for children programme. These were first presented at the 22<sup>nd</sup> May 2018 Children and Young People committee meeting, before being developed further before becoming the subject of formal consultation with staff and unions over the course of the summer.
- 1.8. The new structure was mostly implemented on 1 of November. Most changes to the operation of the MASH will be completed on 17 December 2018, with some changes

not being finally completed before January 2019. This is because we have needed to ensure that additional staffing required in the Customer Service Centre in St Ives are recruited and trained in operating the new approach.

- 1.9. Given that these changes have involved staffing budgets of around £12M, have had a direct impact on over 200 members of staff and have involved the wholesale redesign of the delivery model in Children's Social Care, achieving implementation within a six month period is a very substantial achievement, and is testament to the dedication and hard work of all our staff at all levels. Unlike previous changes, this has also been achieved without the use of external consultants. This has been welcomed by our staff in particular, who perceive these current changes to be fully owned by permanent senior officers as well as by Members.
- 1.10. The impact on outcomes and performance will not be felt immediately, of course. But we do expect to see some significant improvements in terms of the quality of our services to vulnerable children, young people and their families becoming evident over the coming months.

## **2. MAIN ISSUES**

### **Summary of Main Changes in delivery of Children's Social Care Services**

- 2.1. The changes discussed in the following sections relate only to the mainstream children's social care service, and not to children with disability or early help services. That said, we have moved line management for children with disabilities back to Children's Services from the learning directorate.
- 2.2. Under the new model of operation, referrals to children's services will be managed more quickly and with fewer hand-offs than previously. The Customer Service Centre at St Ives will pass all referrals about children to the relevant team where it is clear what the response needs to be. Children who would clearly benefit from early help services will be passed through to Early Help. Children who are clearly at potential risk of significant harm will be passed through to one of the new district assessment teams. The customer service centre will also signpost the referrer to other services where appropriate.
- 2.3. The MASH will now only become involved where the best response needed to a child who has been referred is unclear from the referral. This is where the multi-agency element of the MASH adds most value; information from partners, for example about other children in the family, informs decision making about whether there are risks to the child that need a social work assessment, or that the family would most benefit from support by early help.
- 2.4. This model has the advantage of requiring many fewer qualified social workers in the MASH, reducing costs and enabling scarce resources to be used in assessing the needs of children referred to the service and working directly with families.
- 2.5. Under the previous Unit model, social worker support to children in need, children in need of protection and most children and young people in care aged 13 years and under was provided through small groups of social workers who also had responsibility

for undertaking most assessments of children newly referred into the service.

- 2.6. Analysis of findings from external reviews as well as the key messages from most of our staff confirmed a number of shortcomings of this model in terms of care planning, and because of their small size, found them also to be vulnerable to the impact of leave, sickness and vacancies.
- 2.7. The mixed caseload also meant that there was a natural tendency for highest priority work to be undertaken first. Children due visits who were on child protection plans, for example, were sometimes prioritised over a visit to a child in care who was safe and settled in a placement, especially when individual units were struggling with vacancies, staff sickness, or leave.
- 2.8. Similarly, children in need also received a less consistent or intensive service than children who are subject to child protection plans. The Ofsted focused visit identified that children in need were largely being visited by social workers at statutory minimum frequency, for example. Whilst this is understandable given the competing pressures in the units, it also meant that families were likely to remain open to the system for longer than might otherwise be the case, or that difficulties they were experiencing might escalate.
- 2.9. Similarly, any lower priority accorded to working with children in care, risked those children spending longer in care because some tasks associated with care planning were not prioritised as they might otherwise have been. Delays for children in care can be detrimental for the child concerned, while also contributing to higher overall numbers.
- 2.10. The review by Oxford Brookes and the report by Ofsted following their focused visit in March 2018 also found that some of our work with families lacked sufficient focus on the impact on the lives of children as well as evidence that planning was not always sufficiently child-focused. Oxford Brookes described identifying a number of cases where support had been offered for relatively long periods, before quite quick decisions were made that families were not adequately meeting the needs of their children.
- 2.11. Ofsted identified that many children's plans demonstrated the support being provided to families by a range of professionals, but found that plans were often not sufficiently child focused, limiting their effectiveness and meaning that families and practitioners alike may not be clear of expectations. Ofsted also commented that social workers undertook considerable amounts of direct work with children, knew their children well, but that for many children, it was not always evident that social workers had a good understanding of their lived experience.
- 2.12. The lack of clear management oversight and challenge in the unit model is likely to be a factor here, slowing decision making as units do all they can to support families staying together. Clearly, supporting families to stay together is the right thing to do in most circumstances, but the work does need to take place in the context of achieving sustainable change within a timeframe that is appropriate for the child. The introduction of non-caseholding team managers within the new system of specialist teams will help to address these issues, but changes of this type often take some time to become fully

embedded.

- 2.13. Under the new arrangements, each district has one assessment team and at least one children's team. There are also two adolescent teams operating across the County, working with young people on the edge of care or at risk of homelessness.
- 2.14. Assessment teams undertake all new assessments of children and young people including where there are significant child protection concerns. They also work with families for a period of up to eight weeks, seeking to address emerging difficulties where possible and without the need to transfer the work to one of the longer term children's or adolescent teams.
- 2.15. The children's and adolescent teams include children's practitioners. These members of staff are not social work qualified but instead have a range of qualifications relevant to working with children and young people. They will hold case responsibility for some of our children in need work and also provide support to qualified workers working with families where children are subject to child protection plans.
- 2.16. This is a new development in Cambridgeshire, and brings additional skills and diversity to the workforce. It also means that for the first time, many of our children in need are allocated to workers who only work with children in need, as opposed to being part of mixed caseloads alongside children subject to child protection plans, children in care proceedings and who are in care. This means that this group of children should receive a more timely and effective service.
- 2.17. The new adolescent teams work closely with young people on the edge of care as well as helping to support those who are in care to successfully return home where this is in their best interests. These two teams are supported by an outreach provision, which has been re-shaped but retained from the former Hub model, previously based at Victoria Road in Wisbech.
- 2.18. We have developed a new county-wide Corporate Parenting Service that has responsibility for all children in care [except for those within proceedings, who are expected to return home after only a short time, or who are in care because they have a significant package of short breaks], as well as for our care leavers. A dedicated team is in place to support our unaccompanied asylum seeking young people. This part of the service is also responsible for fostering, supervised contact and the outreach provision noted above.
- 2.19. We have followed best practice in relation to supporting young people leaving care, with a personal adviser presence within our children in care teams and a qualified social worker presence in our leaving care teams. This approach is based on findings that indicate that personal advisers within the children in care teams can provide additional support in relation to independence to young people as they are approaching 18, while qualified social workers in the leaving care teams can provide enhanced support where young people have particularly complex needs.
- 2.20. The dedicated support to unaccompanied asylum seeking young people builds on our nationally recognised experience in this area. Unaccompanied asylum seeking young people often have a need for specialist support. There is often also a need for liaison

with external organisations including the Home Office and UK Border Agency. The dedicated support enables the development of specialist knowledge, improving the support available for this vulnerable group of young people.

- 2.21. We have also secured investment through the General Purposes Committee to re-establish a Family Group Conferencing Service, which will be established in the New Year. Family Group Conferences seek to involve broader family members where a child is subject to a child protection plan. The conference aims to support extended family and friends to develop a plan that can support the family and safeguard the child. Failing this, it also seeks to identify extended family members who can offer permanent care to the child as an alternative to that child spending long periods in care.
- 2.22. Finally, we are bringing our quality assurance functions closer together with the equivalent services in Peterborough. This offers significant opportunities for both council to benefit from the sharing of good practice, while helping to build resilience.

### **Expected Impact**

- 2.23. The changes are expected to result in a number of improvements in service quality and consistency. These will be monitored through a variety of qualitative and quantitative measures. The former includes case file and themed audits of quality of practice, while the latter includes analysis of key performance data as this changes over time within Cambridgeshire, and in comparison with other similar authorities [our statistical neighbours].
- 2.24. From a quantitative perspective, the following table sets out a range of proposed targets for the service as it becomes embedded and that will be shared with the Children and Young People's Committee as part of regular reporting from now on. Most targets are either based on statistical neighbour or average England performance. Some, such as for completed visits, are set at a level that should be expected:

<b>Performance Indicator</b>	<b>Target</b>	<b>October 2018 Performance</b>
Assessments completed within 45 working days	90% [Stretch target – England average 83%]	83%
Timeliness of Initial Child Protection Conferences [conference held within 15 days of a s.47 enquiry]	95% [Included as indicator of health of Child Protection System]	81%
Number of children subject to a child protection plan per 10,000	37 [SN, equates to just under 500 children]	37
Percentage of children subject to a plan who have been previously subject to a CP plan at any time previously	20% [SN average is 22%]	10.1% within last two years – further data required
Percentage of children subject to a child protection plan who have been on a plan for 2 years or more	2.5% [SN average]	3.8% [year to date]: In October, 1.2%
Percentage of visits to children subject to child protection plans that have taken place within timescales	95% but will be increased to 98%	84%
Rate of children and young people in care per 10,000 population	46 – SN level, equivalent to around 620, [but acknowledging that this will not be achieved before 2020/21]	54 [equivalent to around 750]
Percentage of visits to children in care that have taken place within timescales	95% but will be increased to 98% as 95% achieved	86%
Percentage of children in care who have had 3 or more placement moves	10% [SN average]	4.2% [year to date, indicating we will be within target at year end]
Percentage of children leaving care who are adopted	16% [SN average]	October data: 7.1%
Timeliness of adoption – the average number of days between a child entering care and moving in with an adoptive family	489 days [SN average]	October data: 225 days
Initial health assessments taking place within 20 working days of a child becoming looked after	90% [stretch target]	Awaiting current data
Percentage of children and young in care for 12 months or more who have had an annual health assessment	93% [stretch target – England performance 88%]	Awaiting current data
Percentage of children in care for 12 months or more who have had an annual dental check	93% [stretch target – England performance 84%]	Awaiting current data
Percentage of young people who have left care in unsuitable accommodation	6% [England average 7%]	Awaiting current data

2.25. The above quantitative measures represent only a small selection of the total data suite that managers use to help assess overall performance of the service. The above indicators have been selected since they provide a good range of information that enable Members to gain a good understanding of overall performance and will form the basis of subsequent reports to Committee. They will be supplemented by information

about contact and referral rates once the new MASH module is operational.

- 2.26. In summary, we expect to see families receiving a more consistent service, with children being supported by better quality, SMART child-centred plans informed by good quality assessments including specialist assessments as necessary, and benefiting from much greater management oversight and supervision. Getting fundamentals such as these right means that more families with children in need of help and protection will access the support they need in a timely way, decisions relating to children in need of protection will be more timely and consistent, and better planning for children in care will result in more children moving into permanent arrangements more quickly than is currently the case. Better, more consistent and timelier outcomes also result in a reduced volume of work in the system, leading to a financially more sustainable service.
- 2.27. Delivering the service through a model of specialist teams, with a mixed model of social work qualified and alternatively qualified staff will also help to address recruitment and retention challenges, which have been a particular issue in some parts of the County.
- 2.28. The return to specialisms reflects the way in which most social workers prefer to work. Those who, for example, want to specialise in working with children in care, were unlikely to have been attracted to work in the 'whole life' units, and we lost a number of experienced social workers partly as a result of the move to this model in 2017. It is encouraging that some of these former members of staff are now applying for roles because they liked working for Cambridgeshire, but did not want to work in a generic unit model.
- 2.29. Nevertheless, managing the impact of vacancies remains a challenge, particularly in City and South. Establishing the alternatively qualified children's practitioner roles will assist with vacancies overall across the service, and recent recruitment activity in relation to these roles has been successful. At the time of writing this report, we had successfully recruited to the 12 children's practitioner vacancies across South Cambridgeshire, City and East Cambridgeshire, for example, which will make a significant difference to overall capacity in this area, and make a big contribution to the total vacancy number of 20 in the southern half of Cambridgeshire [which includes Cambridge City] as at mid-November 2018.
- 2.30. Vacancies also contribute to higher caseloads than we would want. The model has been based on caseloads of up to 20 per full time qualified social worker at full establishment, but caseloads in this range will not be fully achieved across the service until we have recruited all of our children's practitioner roles, which will in turn help to reduce the workload of the qualified social workers.
- 2.31. As things stand as of mid-November, caseloads for staff in most teams vary from the low teens into the mid-twenties. Teams in Cambridge City have the highest concentration of workers where caseloads for a number of staff are around the 30 mark. This is too high, but these caseloads will come down as the children's practitioners join the service over the next few weeks. Elsewhere there are individual practitioners with higher caseloads, although this is often a function of the current

transition arrangements where children's cases are being re-distributed across the system. Some children in care, for example, remain allocated to social workers who are now in children's teams. These children will move to social workers in the corporate parenting service at the appropriate time for them and as the transition period is completed.

- 2.32. As of the middle of November 2018, there were also ten vacancies in our corporate parenting service. These are being actively recruited to and we are seeking agency cover for these roles in the interim. It is worth noting that once we are at full establishment, the average caseload in corporate parenting will be on average be under 20 per full time worker, which is a significant improvement on caseloads in the former 14-25 service. This will help to establish the basis for solid, consistent and child focused work with our children and young people in care.
- 2.33. The recent increase in the number of unaccompanied asylum seeking young people has however placed pressure on caseloads within the relevant team. We are exploring how we can support this team in managing this additional pressure, including seeking to identify additional resources available that we can deploy.
- 2.34. Our vacancy situation will also be improved following recent overseas recruitment activities. We welcomed a small group of eight qualified social workers from southern Africa in October, and are expecting more to arrive shortly. They are to be joined by others from central and Eastern Europe as their registration process with the Health Care Professionals Council is completed. We are expecting three qualified workers to join us in the week commencing 26<sup>th</sup> November, with a further seven joining us in January 2019, meaning that we have recruited a total of 18 qualified social workers from overseas.
- 2.35. While in general the implementation of the new model has gone very smoothly, it is fair to say that there have been some challenges in ensuring that there is an appropriate level of business support in place to support the operation of the new teams and maintaining oversight of the trackers used to ensure that children progress through the system appropriately. We have had to recruit some temporary staff while the overall approach to business support is reviewed across the People and Communities Directorate as a whole.
- 2.36. It is also important to acknowledge that change of this scale can lead to some short-term disruption. Managers and leaders have been focused on implementing the structure including undertaking a significant number of interviews for new roles, for example, diverting them away from activities such as case file audits. Social workers and other staff are moving to new teams, meaning that some children and families will experience a change of social worker.
- 2.37. Meanwhile, some aspects of the change programme, including the move to a new children's information system – Liquid Logic – will not be completed until later in 2019, meaning that some benefits will not be fully realised until then.
- 2.38. For example, until Liquid Logic is available across Cambridgeshire, staff in the customer service centre and MASH will be required to operate two systems; Capita One in Cambridgeshire and Liquid Logic in Peterborough. Once Liquid Logic is in

place, the system will operate much more smoothly, particularly as Liquid Logic includes a MASH module that is very effective in supporting multi-agency working.

- 2.39. Liquid Logic also includes full compatibility with Family Safeguarding, meaning that any move to this model of practice in Cambridgeshire in future will be much more straightforward than it would otherwise be. The new team structure in Cambridgeshire is also configured to support a move to this model, again meaning that any decision taken in the future to adopt the model would result in minimal further disruption.
- 2.40. The significant changes to the organisation of children's social care services also means that the availability permanence management information will be affected. This is because the supporting IT systems need to be reconfigured so they can report performance within the new teams. This should not impact overall performance information, such as the number of children open to children's social care, but will affect the extent to which this information can be broken down into individual teams; a situation that should be resolved by early 2019.
- 2.41. Changes in the operation of the Integrated Front Door and MASH will result in better decision making for children and families. The changes will also result in better consistency in the way we respond to referrals across Cambridgeshire as a whole as well as across Peterborough. This is important as many of our partners, including the police, work across both local authorities.
- 2.42. As noted above, changes to the Integrated Front Door, including those associated with the change taking place within the customer service centre, will not be implemented until December 2018, with some changes not being fully in place before January 2019, slightly later than the other changes taking place.
- 2.43. The Ofsted focused visit that took place in March 2018 identified that most assessments were of a good quality and showed good evidence of partner engagement. Inspectors did identify, however, that these were not always completed in as timely a manner as they could be. Dedicated assessment teams within each district are expected to improve the timeliness of children and families assessments, while also maintaining these at a good quality. These teams focus on completion of assessments and short term working only, meaning that they will be required to manage fewer competing priorities.
- 2.44. These teams are also responsible for the completion of child protection enquiries for children not already open elsewhere in the service. This function was previously undertaken by the central First Response Team; as noted above this team struggled to recruit sufficient numbers of qualified and experienced staff. The move of this work to the district assessment teams is therefore expected to improve quality and consistency in relation to child protection enquiries.
- 2.45. An area of risk however, particularly in the early days of moving to this new model, is that different thresholds begin to emerge between the assessment teams, as individual managers make decisions about whether children should be assessed under child in need or child protection procedures. This risk will be mitigated by regular meetings between relevant managers. These meetings will be expanded to include key partners including the police, as the system becomes established. This will help us to develop a

shared understanding of thresholds.

- 2.46. As noted above, we expect that children in need, in need of protection and who are in care will also receive a better quality service. In part, this will be because specialist teams will be in a better position to prioritise work across all areas than the previous model where small units were trying to balance a much broader range of competing priorities.
- 2.47. Under the previous system, the lack of team managers meant that there were inherent risks where Consultant Social Workers were in some circumstances effectively signing off their own assessments of risk and protective factors in respect of children and families with whom they were working. Dedicated non-caseholding team managers will increase support and challenge in this area, improving the level of scrutiny and ensuring that robust safeguarding action is taken where indicated.
- 2.48. These arrangements will also lead to a better approach to managing situations where families are not complying or where there is 'disguised compliance'. Again, under the previous unit model, the Consultant Social Worker role was extremely challenging, given that post-holders managed their own caseloads as well as having oversight of the work of others. In some situations, this arrangement resulted the response to some families being insufficiently robust when engagement was lacking or was superficial.
- 2.49. We have already increased the scope of our tracking systems and implemented a panels to ensure that we are appropriately planning for children across the system. An unborn baby panel is in place, for example, to ensure that we are appropriately planning where there are indications from colleagues working in midwifery and similar services that there unborn babies are likely to face additional risks and vulnerabilities.
- 2.50. We expect to see improvements in care planning as evidenced by plans that are SMARTer, and that are better informed by specialist assessments as these are required. Use of specialist assessments such as the Graded Care Profile, which is useful in working with families where there is chronic neglect, has remained at a relatively low level, for example. This will be an area of focus for the new teams.
- 2.51. Timeliness of visits to children subject to child in need and child protection plans and those in care should also continue to improve, again as management oversight increases.
- 2.52. As planning and management oversight continues to improve, we expect to see an increase in use of pre-proceedings. Pre-proceedings is a stage before a local authority issues care proceedings. It is mostly considered once a child has been subject to a child protection plan for between 9 and 12 months and where there has been insufficient impact on their lived experience. Pre-proceedings are also often used whenever a child becomes subject to a child protection plan for the second or subsequent time.
- 2.53. As of October 2018, some 50 children from 23 families were subject to pre-proceedings. This is more than was the case a year ago, but represents a decline since the beginning of the financial year, where the number of children in pre-proceedings was around 80. We aim to see numbers return to around 80-90 by the

beginning of the new financial year.

- 2.54. The idea of the pre-proceedings stage is that the local authority sets out clearly the changes it expects to see in relation to parenting, while also describing how parents will be supported to make those changes. Any assessments that may be required should the matter end up in care proceedings are also agreed and completed during the pre-proceedings period.
- 2.55. Families are able to access legal aid and so can be represented by a lawyer during pre-proceedings. Where successful, this approach can result in families making the positive changes they need to and so avoid the need for care proceedings. We have improved the consistency and accessibility of information received by parents where we are in pre-proceedings, an issue identified within the focused visit by Ofsted in March 2018.
- 2.56. Where court proceedings do still take place, the fact that most assessments have been completed beforehand means that courts are able to make decisions more quickly, meaning that plans for children can also progress more quickly.
- 2.57. Most children in care [with the exception of those in care proceedings and those who are expected to be in care for only a short period] are now the responsibility of the new county-wide corporate parenting service. This means that children in care will be supported by social workers working in dedicated teams that only work with children and young people in care, with the result that the overall quality of service should improve.
- 2.58. As noted elsewhere, one of the less positive aspects of the 'whole-life' unit approach was that when seeking to meet competing priorities, overstretched units understandably prioritised children in need of protection over children who were safely placed with carers. The longer term impact for children in care, however, has been that they have been more affected by delays in care planning, which has in turn meant that some have waited longer for permanent placements than they may otherwise have done, while others may not have benefited from the amount of focused support necessary in order to help prevent placements from coming to unplanned endings.
- 2.59. One of the key results that we expect to see from the changes overall is that improvements in care planning and the development of dedicated children in care teams for children of all ages is a reduction in overall numbers of children in care from current levels of around 750 to a number that is more closely aligned to the average of our statistical neighbours, which would be just over 620 based on the most recently released 2017/18 data.
- 2.60. This will take time to achieve, however, and we do not expect numbers to fall to this level before 2021. It is also of note that according to data issued on 15<sup>th</sup> November 2018, numbers in care nationally as well as among our statistical neighbour group have increased during 2017/18. Cambridgeshire also has a fast growing population of children and young people and, all things being equal, an increase in the general population of children and young people is usually associated with a corresponding increase in numbers of children in care.

- 2.61. That said, numbers are expected to reduce to around the 620 level by the end of 2020/21. At this point we will need to assess the impact of population growth and national trends before reviewing an expected number of children and young people in care from that point. It is of course very positive that the Council has accepted that there will be a need for higher levels of expenditure on children in care over this period, and provided additional funding to meet this need.
- 2.62. Securing reductions in overall numbers of children in care will be supported by more children moving into legally permanent arrangements [for example, returning home when this is safe for them to do so, or moving through to permanent care under Special Guardianship Orders and Adoption]. We will therefore be monitoring not only the numbers involved, but also the time taken between a child first coming into care and leaving care via routes such as these.
- 2.63. As noted above, change at this scale is also likely to have some adverse short term impacts. We know, for example, that there has been a reduction in case audit activity, as managers have focused on ensuring that the programme of interviews for staff and associated redeployment processes take place smoothly. As the new team managers move into their new roles, auditing of cases will be a high priority for them. This is important as it will help them in becoming familiar with the children within their team for whom they have accountability.
- 2.64. Moving case-holding social workers to new teams means that there is likely to be an impact for some children, some of whom will be allocated to different social workers. We have worked hard to minimise this type of disruption, however, and have ensured that we have included children and young people in our communications, so that they are aware of any changes.
- 2.65. We have spent a considerable amount of time in ensuring that key members of staff receive the support in the short and longer term that they need in order to implement that changes so that our work with children, young people and their families is as effective as it can be. All team managers accessed an induction programme in October, prior to the implementation of the new structure, for example, and will continue to access a bespoke development plan facilitated through Oxford Brookes.
- 2.66. We are also working with colleagues in learning and development to build a programme of training and support for children's practitioners that offers them access to career development for those who want to move on to roles such as qualified social work in the future.
- 2.67. Key to helping to ensure that our services remain of a good quality, and to quickly identifying any areas of emerging challenge is our Quality Assurance Service, which as noted above is developing closer links with the equivalent service in Peterborough. Alison Bennett, previously head of service for quality assurance in Peterborough, is now responsible for both service areas and her role has changed to one Assistant Director.
- 2.68. This change of title in part reflects the increased span of responsibility, but is also important because it signals the importance of quality assurance services in ensuring that the delivery of children's services is of a consistently good quality, with the leader

of the service having the same status in the organisations as the two operational Assistant Directors.

- 2.69. Bringing quality assurance functions closer together across the two authorities brings opportunities to share learning and best practice as well as increasing service resilience in certain areas.
- 2.70. The quality assurance service includes a number of functions that are very important in helping to ensure that plans for children are of good quality and are delivering the necessary outcomes in a timely way. One such function is provided by the conference and review chairs. These experienced practitioners chair reviews for children in care and child protection conferences. Higher numbers of children in care have resulted in some capacity issues within the reviewing officer service, which has in turn impacted on the ability of chairs to review progress of plans between review meetings, see children and young people outside of review meetings and review case files.
- 2.71. While we have increased capacity within this part of the service, we are likely to need to further review capacity given continuing higher than expected numbers in care. This is because ensuring the chairs have the capacity to undertake all aspects of their roles will help us to deliver better and timelier outcomes for children in the care system
- 2.72. As we complete the move into the new structure, it is important that there are a range of mechanisms in place to monitor improvements in outcomes and to ensure that the transition to the new model does not result in increased risks for individual children and young people. The quality assurance service will have a key role to play in these areas. In order to ensure that the changes we are implementing are resulting in improved outcomes, the quality assurance service will be undertaking a number of thematic audits over the coming weeks and months, including in relation to:
- Assessing the quality and timeliness of assessments, including child protection enquiries;
  - Assessing the quality and impact of plans;
  - Assessing the quality of and use of chronologies in informing assessments and planning;
  - Assessing the impact of support to young people vulnerable as a result of being missing, and from sexual and criminal exploitation by others;
  - Assessing the quality and impact of management oversight and supervision;
  - Assessing the extent to which our work with families is informed by a clear understanding of the lived experience of the child.
- 2.73. This initial round of thematic audits, taken together with a focus on the completion of case file audits by managers across the service, and continued monitoring of key performance information, will place us in a good position to establish a baseline against which we will be able to measure on-going improvements to the quality of service and impact for children and young people as the new organisation of service delivery becomes established.
- 2.74. We have also taken steps to ensure that there are no inadvertent increased risks to individual children and young people. During October, we issued an amnesty where

practitioners and managers could flag any individual cases about which they had concerns, and which would then be reviewed by the quality assurance service.

- 2.75. This type of approach is helpful since it provides permission for cases to be flagged in the context of a public acknowledgement that the service is aware that the level of management oversight and significant pressures within some units in particular, may have resulted in a reduction in standards. This is particularly important given that some of these cases may be allocated to a new worker or managed in a different part of the service because of the restructure, resulting in a break in continuity. All cases flagged in this way are fully audited by the Quality Assurance service, and any remedial or other actions required identified and monitored to ensure that they are completed.
- 2.76. In order to support the development of continued good practice, the quality assurance service has recently published a comprehensive series of practice standards, setting out clear expectations for service delivery across the service into the future.
- 2.77. Our quality assurance service will also be undertaking a programme of dip-sampling and other similar exercises in areas of the service where there is a greater risk that children may fall between the gaps as the new structure becomes established.

### **Summary**

- 2.78. This report has focused on the changes that are being implemented within children's social care. While these are extensive, it is also important to note the things that have not changed.
- 2.79. Within children's social care, the role of the clinicians has continued as previously. Clinicians play a valuable and valued role in supporting practitioners in reflecting upon and evaluating the impact of their work on children and young people. Clinicians also undertake a considerable amount of direct work with children, young people and their families. Cambridgeshire also retains our systemic model of practice in children's services, which is an approach that is both well understood and established in the County.
- 2.80. The new model of operation builds on the strengths of the district based delivery model developed as a result of the changes in 2017. The latest round of changes align children's social care and early help even more closely, further building upon that district delivery model approach.
- 2.81. It is worth noting that despite the scale of the changes outlined in this report, only 6 practitioners and employees have opted for voluntary redundancy and only one person had an outcome of being compulsorily redundant. Morale in the service is good, with most welcoming the changes being made.
- 2.82. It is also important to remember that external reviews of practice in the County highlight the skills, dedication and commitment of our practitioners across children's services from early help through to children's social care. The changes we have made to the structure seek to enable our practitioners to operate in a framework that increases management support and oversight, and enhances the degree of specialism within which they work.

- 2.83. We are confident that the changes we have made will deliver better outcomes for children and young people and reduce overall volumes of work in the system, thereby also meaning that we can deliver services on a financially sustainable basis into the future.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

#### **3.1 Developing the local economy for the benefit of all**

The following bullet points set out the details of implications identified by officers:

- There are no implications of significance resulting from this report

#### **3.2 Helping people live healthy and independent lives**

The following bullet points set out details of implications identified by officers:

- Effective child protection services, services for children in need and for children and young people in care are all essential in ensuring that children vulnerable to poorer outcomes are supported to achieve their full potential and in turn are better able to live healthy and independent lives.

#### **3.3 Supporting and protecting vulnerable people**

The following bullet points set out details of implications identified by officers:

- Children's social care and early help services are entirely focused on supporting vulnerable children to achieve their full potential;
- By re-shaping children's social care services as outlined within this report, our services should make more impact on the lived experience of children, enabling them to achieve improved outcomes.

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

The following bullet points set out details of significant implications identified by officers:

- General Purposes Committee has identified additional funding to meet the increased cost of looking after higher than expected numbers of children in care while the changes associated with the restructure of children's services outlined in this report take effect;
- In addition, the service is benefiting from transformation funding again to help meet some of the increased costs;
- Overall, the resource implications of the restructure have been cleared by finance.

#### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

- No implications

**4.3 Statutory, Legal and Risk Implications**

*There are no significant implications within this category*

**4.4 Equality and Diversity Implications**

*There are no significant implications within this category*

**4.5 Engagement and Communications Implications**

*There are no significant implications within this category.*

**4.6 Localism and Local Member Involvement**

*There are no significant implications within this category.*

**4.7 Public Health Implications**

*There are no significant implications within this category.*

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes Name of Finance Officer: Roger Brett
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by Finance?</b>	N/A
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Name of Legal Officer: Prity Patel
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Lou Williams
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes Name of Officer: Christine Birchall
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Yes Name of Officer: Lou Williams
<b>Have any Public Health implications been cleared by Public Health</b>	No Name of Officer:

**SOURCE DOCUMENTS**

<b>Source Documents</b>	<b>Location</b>
None	

# CHILDREN AND YOUNG PEOPLE POLICY AND SERVICE COMMITTEE AGENDA PLAN

Published 26 November 2018

## Notes

Committee dates shown in bold are confirmed.

Committee dates shown in brackets and italics are reserve dates.

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

\* indicates items expected to be recommended for determination by full Council.

+ indicates items expected to be confidential, which would exclude the press and public.

Draft reports are due with the Democratic Services Officer by 10.00am seven clear working days before the meeting.

The agenda dispatch date is a minimum of five clear working days before the meeting.

The following are standing agenda items which are on the agenda at every Committee meeting:

- Minutes of previous meeting and Action Log;
- Free School Proposals
- Finance and Performance Report;
- Agenda Plan, Appointments and Training Plan

Committee date	Agenda item	Lead officer	Reference if key decision	Deadline for draft reports	Agenda despatch date
<b>04/12/18</b>	CCC Consultants Framework	H Belchamber/ R Holliday	2018/072	22/11/18	26/11/18
	Schools Funding Formula: Update	J Lee	Not applicable		
	Implementation of Change for Children programme, including development of shared services across Cambridgeshire and Peterborough	L Williams	Not applicable		
	Education Capital Programme	J Lewis	Not applicable		

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	Service Committee Review of Draft Revenue and Capital Business Planning Proposals for 2019-20 to 2023-24	T Kelly	Not applicable		
	Cambridgeshire Positive Behaviour Support project continuing funding from Transformation Fund	S Rust	Not applicable		
<b>15/01/19</b>	Schools Funding Formula Approval	J Lee	Not applicable	03/01/19	07/01/19
	Sufficiency of school places and special educational needs places	J Lewis	tbc		
	Placement Sufficiency for Looked After Children: Six Month Update Report	L Williams	Not applicable		
	Validated examination results 2018	J Lewis	Not applicable		
	Determination of Admission Arrangements for Community and Voluntary Controlled Primary Schools	S Surtees	2019/017		
	Cambridge University Science and Policy Exchange (CUSPE) research projects 2018: Report 2 - Rurality	J Lewis	Not applicable		
	Delivering the Extended Entitlement to an Additional 15 Hours Free Childcare for Eligible 3-4 Year Olds: Update	C Buckingham	Not applicable		
<i>[12/02/19] Provisional Meeting</i>					
	Regional Adoption Agency Award of Contract	H Carr	2019/009	28/02/19	04/03/19

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
	School Admissions and Transport Outcome Focused Review: Transport Board Recommendations	E Baffa-Isaacs	TBC in the January		
	Review of Children's Centres Changes	L Williams	Not applicable		
	Developing Family Safeguarding in Cambridgeshire	L Williams	TBC		
	Corporate Parenting Sub-Committee Annual Report	S-J Smedmor	Not applicable		
<i>[16/04/19] Provisional Meeting</i>				04/04/18	08/04/19
<b>21/05/19</b>	Notification of the Appointment of the Chairman/ Chairwoman and Vice Chairman/ Chairwoman	Democratic Services	Not applicable	09/05/19	13/05/19
	Cambourne – review of current proposals for primary school provision	I Trafford	tbc		
	East Cambs Secondary School Review – Phase 1	I Trafford	tbc		
<i>[18/06/19] Provisional Meeting</i>				06/06/19	10/06/19
<b>09/07/19</b>	Children's Service Annual Feedback Report 2018/19	L Williams/ J Shickell	Not applicable	27/06/19	01/07/19
	Child and Family Centres Update	H Freeman	Not applicable		
<i>[13/08/19] Provisional Meeting</i>				01/08/19	05/08/18

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
<b>10/09/19</b>				29/08/18	02/09/18
<b>08/10/19</b>				26/09/19	30/09/19
<b>12/11/19</b>				31/10/19	04/11/19
<b>02/12/19</b> <i>(Monday meeting)</i>	Schools Funding Formula: Update	J Lee		20/12/19	22/11/19
<b>21/01/20</b>	Schools Funding Formula Approval	J Lee		09/01/20	13/01/20
<i>[18/02/20]</i> <i>Provisional Meeting</i>				06/02/20	10/02/20
<b>10/03/20</b>				27/02/20	02/03/20

<b>Committee date</b>	<b>Agenda item</b>	<b>Lead officer</b>	<b>Reference if key decision</b>	<b>Deadline for draft reports</b>	<b>Agenda despatch date</b>
<i>[21/04/20] Provisional Meeting</i>				09/04/20	13/04/20
<b>26/05/20</b>	Notification of the Appointment of the Chairman/ Chairwoman and Vice Chairman/ Chairwoman	Democratic Services	Not applicable	14/05/20	18/05/20



**CAMBRIDGESHIRE COUNTY COUNCIL  
CHILDREN AND YOUNG PEOPLE COMMITTEE  
APPOINTMENTS TO INTERNAL ADVISORY GROUPS AND PANELS**

Vacancies are shown in red.

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p><b>Accelerating the Achievement of Vulnerable Groups Steering Group</b></p> <p>The Group steers the development and implementation of the Accelerating Achievement Action Plan, which aims to rapidly improve the educational achievement of vulnerable groups.</p>	6	2	<ol style="list-style-type: none"> <li>1. Councillor A Costello (Con)</li> <li>2. Councillor L Joseph (Con)</li> </ol>	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a></p>
<p><b>Cambridgeshire Culture Steering Group</b></p> <p>The role of the group is to give direction to the implementation of Cambridgeshire Culture, agree the use of the Cambridgeshire Culture Fund, ensure the maintenance and development of the County Art Collection and oversee the loan scheme to schools and the work of the three Cambridgeshire Culture Area Groups. Appointments are cross party.</p>	4	3	<ol style="list-style-type: none"> <li>1. Councillor N Kavanagh (Lab)</li> <li>2. Cllr L Joseph (Con)</li> <li>3. <b>Vacancy</b></li> </ol>	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a></p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p><b>Cambridgeshire Schools Forum</b></p> <p>The Cambridgeshire Schools Forum exists to facilitate the involvement of schools and settings in the distribution of relevant funding within the local authority area</p>	6	3	<ol style="list-style-type: none"> <li>1. Councillor S Bywater (Con)</li> <li>2. Councillor P Downes (LD)</li> <li>3. Councillor J Whitehead (Lab)</li> </ol>	<p>Richenda Greenhill Democratic Services Officer</p> <p>01223 699171</p> <p><a href="mailto:Richenda.greenhill@cambridgeshire.gov.uk">Richenda.greenhill@cambridgeshire.gov.uk</a></p>
<p><b>Communities and Partnership Committee Poverty Working Group</b></p> <p>Cross party working group to lead the development of a poverty/ social mobility strategy and action plan. The full scope of the work to be determined by the working group, which is expected to start work as soon as practically possible.</p>	Monthly for four months (Oct 2018)	1	<ol style="list-style-type: none"> <li>1. Councillor S Hoy</li> </ol>	<p>Sarah Ferguson Assistant Director: Housing, Communities and Youth</p> <p>01223 729099</p> <p><a href="mailto:Sarah.Ferguson@cambridgeshire.gov.uk">Sarah.Ferguson@cambridgeshire.gov.uk</a></p>
<p><b>Corporate Parenting Sub-Committee</b></p> <p>The Sub-Committee has delegated authority to exercise all the Council's functions relating to the delivery, by or on behalf of, the County Council, of Corporate Parenting functions with the exception of policy decisions which will remain with the Children and Young People's Committee. The Chairman/ Chairwoman and Vice-Chairman/Chairwoman of the Sub-Committee shall be selected and appointed by the Children and Young People Committee.</p>	6	-	<ol style="list-style-type: none"> <li>2. Councillor L Every: Chairman</li> <li>3. Councillor A Hay: Vice Chairman</li> </ol>	<p>Richenda Greenhill Democratic Services Officer</p> <p>01223 699171</p> <p><a href="mailto:Richenda.greenhill@cambridgeshire.gov.uk">Richenda.greenhill@cambridgeshire.gov.uk</a></p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p><b>Educational Achievement Board</b></p> <p>For Members and senior officers to hold People and Communities to account to ensure the best educational outcomes for all children in Cambridgeshire.</p>	3	5	<ol style="list-style-type: none"> <li>4. Councillor S Bywater (Con) (Chairman)</li> <li>5. Cllr S Hoy (Con)</li> <li>6. Cllr J Whitehead (Lab)</li> <li>7. Cllr S Taylor (Ind)</li> <li>8. Cllr P Downes (Lib Dem)</li> </ol>	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a></p>
<p><b>Fostering Panel</b></p> <p>Recommends approval and review of foster carers and long term / permanent matches between specific children, looked after children and foster carers. It is no longer a statutory requirement to have an elected member on the Panel.</p>	2 all-day panel meetings a month	1	<ol style="list-style-type: none"> <li>1. Councillor S King (Con)</li> <li>2. Cllr P Topping (Con)</li> </ol>	<p>Fiona van den Hout Interim Head of Service Looked After children</p> <p>01223 518739 <a href="mailto:Fiona.VanDenHout@cambridgeshire.gov.uk">Fiona.VanDenHout@cambridgeshire.gov.uk</a></p>
<p><b>Outcome Focused Reviews</b></p>	As required	4	<ol style="list-style-type: none"> <li>1. Councillor Bywater – Outdoor Education</li> <li>2. Councillor S Hoy – School Admissions and Education Transport</li> <li>3. Councillor L Every – The Learning Directorate</li> <li>4. Councillor J Gowing – Education ICT</li> </ol>	<p>Owen Garling Transformation Manager</p> <p>01223 699235 <a href="mailto:Owen.Garling@cambridgeshire.gov.uk">Owen.Garling@cambridgeshire.gov.uk</a></p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p><b>Outcome Focused Review of Cambridgeshire Music: Member Reference Group</b></p> <p>Council decided on 12 December 2017 to establish a Cambridgeshire Music Members' Reference Group comprising members of CYP and C&amp;I. This is politically proportionate and will consist of four Conservative Members, one Liberal Democrat Member and one Labour Member.</p>	As required	3	<ol style="list-style-type: none"> <li>1. Councillor S Bywater (Con)</li> <li>2. Councillor L Every (Con)</li> <li>3. Councillor J Whitehead (Lab)</li> </ol>	<p>Geoff Hinkins Transformation Manager Tel: 01223 699679 <a href="mailto:Geoff.Hinkins@cambridgeshire.gov.uk">Geoff.Hinkins@cambridgeshire.gov.uk</a></p>
<p><b>Standing Advisory Council for Religious Education (SACRE)</b></p> <p>To advise on matters relating to collective worship in community schools and on religious education.</p> <p>In addition to the three formal meetings per year there is some project work which requires members to form smaller sub-committees.</p>	3 per year (usually one per term) 1.30-3.30pm	3	<ol style="list-style-type: none"> <li>1. Councillor C Richards (Lab)</li> <li>2. Councillor S Hoy (Con)</li> <li>3. Councillor A Taylor (LD)</li> </ol>	<p>Amanda Fitton SACRE Adviser <a href="mailto:Amanda.Fitton@cambridgeshire.gov.uk">Amanda.Fitton@cambridgeshire.gov.uk</a></p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p><b>Virtual School Management Board</b></p> <p>The Virtual School Management Board will act as “governing body” to the Head of Virtual School, which will allow the Member representative to link directly to the Corporate Parenting Partnership Board.</p>	Termly	1	Councillor A Costello (Con)	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a></p> <p>Edwina Erskine Business Support Officer – Administration Services Team Cambridgeshire’s Virtual School for Looked After Children (ESLAC Team)</p> <p>01223 699883 <a href="mailto:edwina.erskine@cambridgeshire.gov.uk">edwina.erskine@cambridgeshire.gov.uk</a></p>

**CAMBRIDGESHIRE COUNTY COUNCIL  
CHILDREN AND YOUNG PEOPLE COMMITTEE  
APPOINTMENTS TO OUTSIDE BODIES, PARTNERSHIP LIAISON AND ADVISORY GROUPS**

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p><b>Cambridgeshire Music Hub</b></p> <p>A partnership of school music providers, led by the County Council, to deliver the government's National Plan for School Music.</p>	3	2	<ol style="list-style-type: none"> <li>1. Councillor L Every</li> <li>2. Councillor S Taylor</li> </ol>	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a></p> <p>Matthew Gunn Head of Cambridgeshire Music</p> <p>01480 373500/ 01480 373830 <a href="mailto:Matthew.Gunn@cambridgeshire.gov.uk">Matthew.Gunn@cambridgeshire.gov.uk</a></p>
<p><b>Cambridgeshire School Improvement Board</b></p> <p>To improve educational outcomes in all schools by ensuring that all part of the school improvement system work together.</p>	6	2	<ol style="list-style-type: none"> <li>1. Councillor S Bywater (Con)</li> <li>2. Councillor C Richards (Lab)</li> </ol>	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a></p>
<p><b>Centre 33</b></p> <p>Centre 33 is a longstanding charity supporting young people in Cambridgeshire up to the age of 25 through a range of free and confidential services.</p>	4	1	Councillor E Meschini (Lab)	<p>Melanie Monaghan Chief Executive</p> <p>01223 314763 <a href="mailto:help@centre33.org.uk">help@centre33.org.uk</a></p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p><b>College of West Anglia Governing Body</b></p> <p>One of up to sixteen members who appear to the Corporation to have the necessary skills to ensure that the Corporation carries out its functions under article 3 of the Articles of Government.</p> <p>The appointment is subject to the nominee completing the College's own selection process.</p>	5	1	Councillor L Nethsingha	<p>Rochelle Woodcock Clerk to the Corporation College of West Anglia</p> <p>01553 815288. Ext 2288 <a href="mailto:Rochelle.Woodcock@cwa.ac.uk">Rochelle.Woodcock@cwa.ac.uk</a></p>
<p><b>F40 Group</b></p> <p>F40 (<a href="http://www.f40.org.uk">http://www.f40.org.uk</a>) represents a group of the poorest funded education authorities in England where government-set cash allocations for primary and secondary pupils are the lowest in the country.</p>	As required	1 +substitute	Councillor P Downes (LD). Substitute: Cllr S Hoy (Con)	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a></p>
<p><b>Huntingdonshire Area Partnership</b></p> <p>Meetings are chaired by Daniel Beckett, (<a href="mailto:daniel.beckett@godmanchesterbaptist.org">daniel.beckett@godmanchesterbaptist.org</a>) also attends them.</p> <p>Cambridgeshire County Council's Children and Young People's Area Partnerships' Manager is Gill Hanby (<a href="mailto:gill.hanby@cambridgeshire.gov.uk">gill.hanby@cambridgeshire.gov.uk</a>).</p>	3-4	1	Councillor A Costello (Con)	<p>Dawn Shepherd Business Support Officer St Ives Locality/Hunts SEND SS/ PA for Sarah Tabbitt Unit 7 The Meadow, Meadow Lane St Ives PE27 4LG <a href="mailto:dawn.shepherd@cambridgeshire.gov.uk">dawn.shepherd@cambridgeshire.gov.uk</a> 01480 699173</p>

NAME OF BODY	MEETINGS PER ANNUM	REPS APPOINTED	REPRESENTATIVE(S)	CONTACT DETAILS
<p><b>Joint Consultative Committee (Teachers)</b></p> <p>The Joint Committee provides an opportunity for trade unions to discuss matters of mutual interest in relation to educational policy for Cambridgeshire with elected members.</p>	2	6	<p>1. Vacancy 2. Vacancy 3. Vacancy 4. Vacancy 5. Vacancy 6. Vacancy</p> <p><i>(appointments postponed pending submission of proposals on future arrangements)</i></p>	<p>Jonathan Lewis Service Director: Education</p> <p>01223 727994 <a href="mailto:Jonathan.Lewis@cambridgeshire.gov.uk">Jonathan.Lewis@cambridgeshire.gov.uk</a></p>
<p><b>Local Safeguarding Children's Board</b></p> <p>LSCBs have been established by the government to ensure that organisations work together to safeguard children and promote their welfare. In Cambridgeshire this includes Social Care Services, Education, Health, the Police, Probation, Sports and Leisure Services, the Voluntary Sector, Youth Offending Team and Early Years Services.</p>	tbc	1	Councillor S Bywater (Con)	<p>Andy Jarvis, LSCB Business Manager</p> <p>07827 084135 <a href="mailto:andy.jarvis@cambridgeshire.gov.uk">andy.jarvis@cambridgeshire.gov.uk</a></p>

**Children and Young People (CYP) Committee Training Plan 2017/19**

Below is an outline of dates and topics for potential training committee sessions and visits. At the Committee meeting on 12 June 2017 Members asked that training sessions start between 4.00-4.30pm where possible:

	<b>Subject</b>	<b>Desired Learning Outcome/ Success Measures</b>	<b>Priority</b>	<b>Date</b>	<b>Responsibility</b>	<b>Nature of Training</b>	<b>Audience</b>	<b>CYP Attendance by:</b>	<b>% of the Committee Attending</b>
1.	Committee Induction Training	<p>1. Provide an introduction to the work of the Children Families and Adults Directorate in relation to children and young people;</p> <p>2. Provide an overview of the committee system which operates in Cambridgeshire County Council;</p> <p>3. Look at the roles and responsibilities of committee members;</p> <p>4. Consider the Committee's training needs.</p>	High	12.06.17 Room 128	<i>Wendi Ogle-Welbourn/ Richenda Greenhill</i>	Presentation and discussion	CYP Members & Subs	<p>Cllr Bywater Cllr Costello Cllr Downes Cllr Every Cllr Hay Cllr Hoy Cllr Nethsingha Cllr Wisson Cllr Batchelor Cllr Connor Cllr Cuffley Cllr Joseph Cllr Richards Cllr Sanderson Cllr Gowing Cllr Bradnam A Read</p>	75%

2.	Schools Funding	<p>1.To brief Members on changes to the National Funding Formula and High Needs Funding and the impact of this in Cambridgeshire;</p> <p>2.To examine the roles of CYP Committee and Cambridgeshire Schools Forum in relation to schools funding.</p>	High	31.10.17	<i>Jon Lee/ Richenda Greenhill</i>	Presentation and discussion	CYP Members & Subs	<p>Cllr Batchelor Cllr Bywater Cllr Downes Cllr Every Cllr Hay Cllr Hoy Cllr A Taylor Cllr S Taylor Cllr Whitehead</p>	58%
3.	Place planning and multipliers	To brief Members on place planning methodology when estimating demand for school places arising from new housing developments	High	28.11.17	<i>Clare Buckingham/ Mike Soper</i>	Presentation and discussion	<p>CYP Members and Subs</p> <p>E&amp;E Members and Subs</p>	<p>Cllr Bradnam Cllr Downes Cllr S Taylor</p>	25%
4.	Safeguarding	To provide refresher training on safeguarding and visit the Multi-Agency Safeguarding Hub.	Medium	10.04.18	<i>Lou Williams/ Jenny Goodes</i>	Presentation, discussion, tour of the site and meet staff	All CYP Members and Subs	<p>Cllr Bywater Cllr Hoy Cllr Bradnam Cllr Downes Cllr Every Cllr Hay Cllr S Taylor Cllr Whitehead Cllr Cuffley</p>	75%

5.	Education Services and Children's Services and Safeguarding	To discuss current position and future initiatives.	Medium	10.04.18	<i>Jon Lewis &amp; Lou Williams</i>	Workshop	All CYP Members and Subs	Not recorded	-
6.	Data Training		Medium	19.07.18	<i>Jon Lewis</i>	Presentation	All Members	Not recorded	-
7.	Commissioning: Adults' and Children's Services	What and how services are commissioned across People and Communities.	Medium	06.11.18	<i>Oliver Hayward</i>	tbc	CYP & Adults Committees	Cllr Ambrose Smith Cllr Bradnam Cllr Bywater	25%

Areas for consideration:

- Special Educational Needs - strategy, role and operational delivery/ understanding the pressures
- Place Planning 0-19; commissioning new schools, admissions and Transport (Hazel Belchamber)

